

SEP 23 1944

SEPTEMBER 15, 1944



TWENTY-FIVE CENTS

Sales Management

"Working for Victory at Timken's"

THOUSANDS OF MEN IN UNIFORM, at home and beyond on the seven seas and in Europe and Asia, are grinning over postcards they're receiving from someone they know who works at the Timken Roller Bearing Co., Canton, O.

The company is making candid camera shots of 18,000 employees and giving each one five postcard reproductions to send to relatives and friends in the service. Each card bears the legend, "Working for Victory at Timken's."

SM spotlights the idea as a worthwhile contribution to labor relations and to the morale of the Armed Services, suggests other companies do likewise.



She fights on the assembly line—and the postcard on which she appears goes off to cheer a friend or a relative on some far-off battlefield.

THE MAGAZINE OF MODERN MARKETING

*First
among
fine
whiskies*

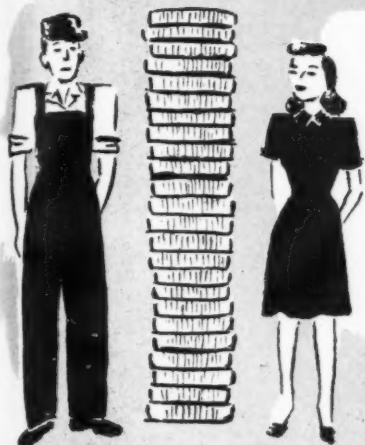
THREE FEATHERS
Reserve

*Yours to enjoy
AT ITS PRE-WAR BEST*

With its rare basic whiskies* drawn from precious pre-war stocks, Three Feathers is skillfully blended with the choicest of American grain neutral spirits. Three Feathers, at its pre-war best, is deservedly termed "First Among Fine Whiskies"!

HOLD THE WAR BONDS YOU BUY!...Three Feathers Distributors, Inc., N.Y. Blended Whiskey, 86 proof. *The straight whiskies in this product are 5 years or more old. 40% straight whiskey, 60% grain neutral spirits. 12½% straight whiskey 5 years old, 12½% straight whiskey 6 years old, 15% straight whiskey 7 years old.

DETROIT ... the WONDER MARKET OF AMERICA!



But, it's NO WONDER that Detroit is the busiest spot in America!

Michigan leads the Nation with an average salary-wage of **\$2,769** per employee*

Michigan's 2,500,000 employees earn 7 billion dollars a year ... over 60% of them employed in the Detroit metropolitan area. Big employment plus big wages make Detroit a WONDERful market.

And, it's NO WONDER that Detroit will remain America's

busiest spot! Immediately after the war Detroit will be called upon to replace **28,000,000** automobiles

Detroit's post-war production will not only maintain, but enhance Detroit's buying power.



And, too, it's NO WONDER The FREE PRESS has so much influence in Detroit!



It's the **ONLY** morning paper in this market of nearly 3,000,000 people, reaching over 380,000 homes every day

*1943 average, from August "Survey of Current Business", U.S. Department of Commerce.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Story, Brooks and Finley
National Representatives

Sales Management

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The biggest sell-out since Oklahoma!



seventeen

**the new magazine
for high school girls**

seventeen gives thanks to the 164 advertisers
and the 85 agencies that got behind
SEVENTEEN when it was little more than
a gleam in the Editor's eye. Our far-seeing
friends bought all available space
in both first and second issues—
(and here's one for Ripley)—
before they even saw a dummy.

There's nothing startling in the Standing
Room Only sales argument nowadays.
Everyone agrees there's even a market
for One-Armed Paper Hangers.
But—and this is our point—it's one
thing for a tried and proven publication
to boast: "We're a sell-out, try us
again next month," and still another
when a brand new magazine can put
thumbs under weskit and say:
"Ditto... they sure seem to like us!"

**If you too believe in the immediate
and future buying power
of 6,000,000 high school girls
contact**

seventeen

351 Fifth Avenue • New York 17, N. Y.



Light on Candlelight

If one thinks that the advent of oil lamps and their successors, electric lamps, totally knocked the props out from under the candle business he's mistaken. Candles, some years ago, started a come-back by accentuating their decorative appeal and romanticizing their illuminating qualities.

Today sees candle-craft attaining artistic new highs at the plant of Muench-Kreuzer Candle Co., Inc., Syracuse. The company's new catalog lists some 150 "Emkay" novelty candle and candle holder designs. There are specially designed candles and holders for the decorative needs of every season, every holiday or social event.

For table decoration one may select pond-lily candles which will float in a bowl of water. Other candles are patterned after poinsettias, various lilies, stars and pine cones. The animal kingdom is also well represented in the line. There are candles fashioned like squirrels, frogs, ducks and owls. The "Harvest" group includes apple, orange, tomato, corn and pumpkin candles. In the "Christmas" group are candles in Christmas tree, Santa Claus, cherub and star designs.

Some of the candle and holder combinations illustrated in the catalog are such novelties as the Skating Angel, Honey Bear, All Gawd's Chillun and Got Wings.

This thriving business had its inception back in 1871 when Francis Baumer decided to become an ecclesiastical candle manufacturer. A devout man, he brought a rare



Two of Emkay's latest candle and holder designs are the companion pieces, "All Gawd's Chillun" and "Got Wings." The gold-winged figures are garbed in yellow robes and have an azure cloud background. Three-and-a-half-inch candles are red.

SALES MANAGEMENT, with which is incorporated PROGRESS, published semi-monthly on the first and fifteenth except in May and November, when it is published three times a month and dated the first, tenth and twentieth; copyright September 15, 1944, by Sales Management, Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$5.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879. September 15, 1944. Volume 53, No. 19.

understanding to the business of serving the clergy. As Mr. Baumer's enterprise prospered, members of his family were called upon to assist in developing the business. The firm long ago established itself as a foremost producer of ecclesiastical candles.

While the brand name "Emkay" has come to be identified with the outstanding in candle novelties, there are not many outside the clergy who know that Muench-Kreuzer Candle Co. are also purveyors to the Vatican by appointment.

Spreeken Sie Swedish?

With Europe's boundaries changing faster than Rand-McNally can keep in pins, with the country full of refugees, with business keeping a weather eye on post-war South America, we got to wondering what was cooking up Berlitz School of Languages way; so we went to see them. In New York City the school is located in Rockefeller Center, but any resemblance to modernity (aside from the teaching methods) stops at the front door. Inside, the place is loaded to the gunnels with heavy Italian furniture, Venetian reliefs, and Renaissance chairs.

While cooling our heels in a typical Center air-conditioning blizzard, awaiting Mr. Dorré, who's in charge, we eavesdropped on an interview being conducted by one of the teachers. The applicant, an eager old boy, announced that he was 82 and wanted to study Italian, "because my daughter, who is in Italy, writes that she speaks it fluently." One of those cases of a strong family rivalry, we guessed, but typical of the people who itch to learn.

Mr. Dorré appeared—a walking advertisement for the place. He is a large man with Garner eyebrows, a courtly, old-world charm, and a reassuring manner that makes you think Sanskrit would be a snap. He ushered us into his office, a book-lined room which smelt of very good tobacco. First thing we noticed was a tome on Basic English. Mr. Dorré, who misses nothing, informed us that Berlitz had its own Basic English twenty years ago, and the idea was strictly old hat to them.

The school has been affected by the war, he continued. Before the fall of France 60% of all students studied French. After that the percentage dropped sharply to three. Now it's coming back again. French, explained Mr. D., is a language people learn in order to spend money—while Italian, on the other hand, is a language for making it. We'll let *you* figure that one out. German is the easiest of all, because it says exactly what it means. As for Japanese, very few civilians are studying it, but the Army and the OWI send in lots of men to brush up on that, and on the languages of the occupied countries.

One thing bothers Mr. Dorré badly. Nobody wants Portuguese, and he feels that's a short-sighted attitude. All Brazil speaks the tongue, and Brazil will be the market of the world after the war, he thinks. On the other hand, Spanish is the current best seller, because Argentina speaks Spanish, and everyone assumes that the Argentine means South America in entirety. Poor reasoning says Mr. D.

Berlitz works under an exchange plan—which means that you can pay for classes in, let us say, Cleveland, and

A CIRCULATION BONUS FOR YOU IN THE MAKING . . .



1 See these two in a huddle . . . an Industrial Distributor with one of his salesmen. They're mapping out every move of the salesman's next trip. Figuring out just what plants he'll visit . . . just what men he'll see to get orders . . . just what men he'll see to build business for the future.



2 The first executive this distributors' salesman sees, of course, when he goes into a plant is the man that's most important to him, and to you, from the standpoint of immediate orders . . . the man in charge of *today's* buying. But the business-wise distributors' salesman doesn't stop there!



3 He also makes a point of seeing and knowing the men that are important to him, and to you, in terms of the future . . . the men writing the specifications on which *tomorrow's* buying will be based. And right here is where the circulation bonus for MILL & FACTORY advertisers comes in!



4 Guided by the monthly reports of this and more than 1200 other industrial distributors' salesmen, MILL & FACTORY is able to control circulation so that you get a good "hearing" from executives engaged in post-war planning as well as a preferred "hearing" from the men doing most of industry's specifying and buying right now.



5 Two birds with a single stone! That's the bonus you get when you advertise in MILL & FACTORY — the magazine that uses industrial distributors' salesmen, instead of canvassers, to build and *maintain* circulation.

Conover-Mast Corporation — 205 East 42nd Street, New York, 17; 333 North Michigan Avenue, Chicago, 1; Leader Building, Cleveland, 14. **Duncan A. Scott & Co.**, West Coast Representative, Mills Building, San Francisco, 4; Pershing Square Building, Los Angeles, 13.

MILL & FACTORY

A Conover-Mast Publication

Population of Memphis nears 400,000 mark!

CITY-COUNTY NOW 398,701, SAYS CENSUS

Based on Ration Book No. 4:
And, There's Surplus Of Women

A new census estimate of the civilian population of Memphis and Shelby County, based on data from registration for war ration book 4, shows there are almost three women between the ages of 20 and 24 years for every man in that age group.

The Census Bureau's report gives an estimated civilian population, excluding those in institutions since they did not register for ration books, of 398,701 compared with 355,758 in 1940.

Latest ration board figures show 323,746 No. 4 books have been issued in the city (not including replacements of lost books) and 74,955 in the county outside the city. The Bureau of Census population for Memphis in 1940 was 292,942, with 358,250 in all of Shelby County. Boards pointed out that thousands of persons have come to the city and county on war work.

With so many men in the services the proportion of females to males is about four to three. Even before the war the girls were ahead some.

The Census Bureau noted an increase in population in all age groups except in males of military ages, indicating that there had been a general influx of families to the city and county since 1940.

latest city-county ration book registration shows all time population high for Dixie city!

WMC

★ 5000 WATTS DAY & NIGHT
★ NBC NETWORK

MEMPHIS, TENN.

REPRESENTED NATIONALLY BY
THE BRANHAM COMPANY

OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC Memphis WJDR Jackson Miss
KARK Little Rock WSMO New Orleans
KWRH Niles Springfield

then take them in London with no loss. The Cleveland office gets credited with 20% of your money and the rest goes wherever you do. The System has more than 150,000 students, and is constantly revising textbooks to keep pace with changes in languages, such as "ain't" and "it's me," not that Mr. Dorre likes it.

Pheasants Are Her Business

Sylvia Bard, Crestlea Farms, Brooklyn, Conn., the only woman game breeder of her State, is now entering her third season on her farm and hopes to have 3,000 pheasants ready for the market about Christmastime.

The desire to operate a game farm originated in Mrs. Bard about ten years ago. She was Mrs. Sylvia Smollen then, a widow with a small son to support. (She married one of her fellow townsmen recently.) She obtained a position as a secretary and immediately started saving toward her goal: her own business; one that would take her out into the open, amid beautiful surroundings. She knew she wanted to work with some form of animal life. Raising chickens had no appeal for her, so she narrowed her choice to wild birds and finally to pheasants.

In her market analysis she learned that pheasants are susceptible to many hazards when young, and this discourages breeders and keeps supply lower than demand. An upland region, in a state without its own game farm is the best site for such a project—so Mrs. Bard chose Crestlea Farms in Connecticut.

Mrs. Bard bought the farm in the Spring of 1941, and spent summer week-ends converting outbuildings to shelters for pheasants of all ages. She remained at her secretarial job that winter, reading in her spare time all she could find on the subject of raising pheasants. She got help from State and Federal Government bureaus, conservation departments, and from leaders in the game world. In the spring of 1942 she got the farm into operation, using eggs she had bought. Since then, she has been using eggs from her own birds.

One of Mrs. Bard's first customers was the State of Connecticut, which contracted to buy more than half her output, to stock the State's hunting grounds.

Christmastime is harvest time at Crestlea. Last year Mrs. Bard fell far short of filling all Christmas orders, even though she sold 500 pheasants at \$7.50 a brace. She developed an attractive way of packaging the birds, using long boxes, lined with nests of cedar and pine. The birds were placed in these boxes, each in a natural sitting position, with eyes open, so that they looked almost alive. Beside each one there was a pine cone, with a slit in it to hold a recipe leaflet. Business men buy most of the birds not bought by the State. One bought 250 birds the first year the farm was in operation.

Young pheasants are subject to numerous ills, but, as Mrs. Bard expresses it, "If they survive babyhood, you almost have to shoot them to kill them."

You cannot expect to become rich by raising pheasants, says Mrs. Bard, but the work has many satisfactions. She has ideas for expansion of her business, too—for increasing the Christmas gift package business, and perhaps for freezing, canning and smoking pheasants. She even has some ideas for marketing the feathers, for which there is demand in the millinery trade.

NEWS REEL



HIGGS

E. Homer Higgs has been appointed sales manager of the Rubber Sundries Division of The Seamless Rubber Co., New Haven, Conn. He also will remain in charge of the N. Y. office.



KENYON

H. C. KENYON has been appointed general sales manager, Inland Rubber Corp., Chicago, subsidiary of Minnesota Mining & Manufacturing Co. He formerly was Philadelphia sales manager.



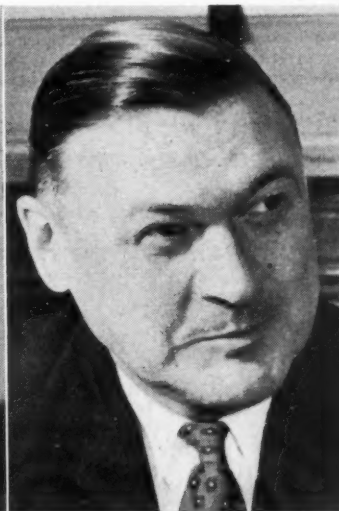
VAN EPPS

C. M. VAN EPPS has been named sales manager of Goodyear Aircraft Corp. of Arizona. He joined the Sales Division in 1942, recently handled Navy contracts out of Washington.



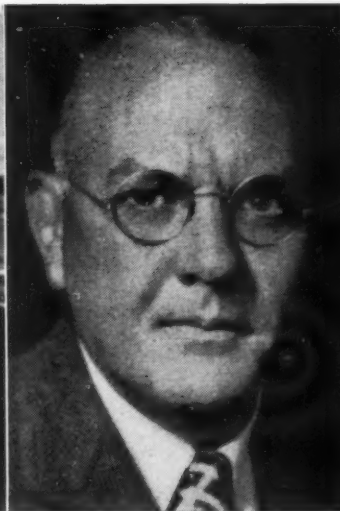
EWALD

JOHN A. EWALD has been elected president of Allied Products, Inc., and affiliated companies: Avon Products, Inc.; Avon Products of Canada, Ltd. He formerly was V.P. in charge of sales.



GIBSON

ROBERT P. GIBSON now has charge of automotive sales for The Weatherhead Co., Cleveland. Prior to this new appointment, Mr. Gibson was manager of the company's Industrial Sales Div.



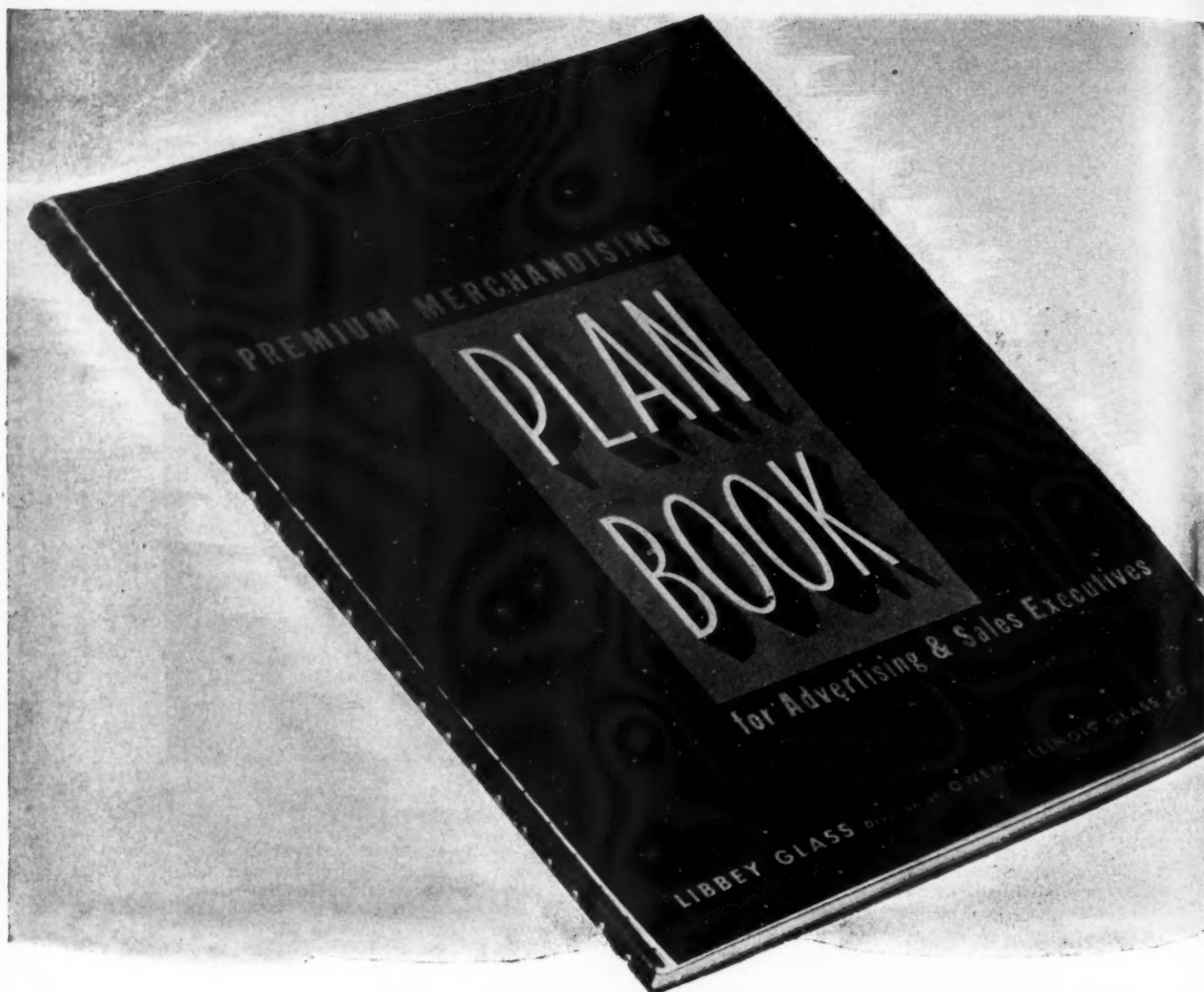
CHURCH

H. CHURCH is the newly appointed vice-president in charge of sales, The Weatherhead Co., Cleveland. He joined the company in 1936, and later became manager of the Aviation Sales Div.



FUNK

EDWIN FUNK, formerly with National Oil Products Co., has been made sales promotion and advertising manager, Sheffield Farms Co., Inc. His headquarters will be in the New York office.



AVAILABLE NOW!

To Sales, Advertising and other Executives who are already planning to sell again

Keen competition in crowded post-war markets will demand application of proved sales factors.

For years, Libbey Safedge Glassware has been a powerful merchandising aid in the quality premium field.

Now, Libbey marketing specialists have completed a practical, timely treatment of premium possibilities — the "Premium Merchandising Plan Book." It is a reference book

of premium promotion fundamentals for the executives responsible for sales results.

Included are case histories of successful promotions for many nationally known premium users.

Copies of "Premium Merchandising Plan Book" are available for executives as long as the supply lasts.

Please address your request on your company letterhead to —

**Premium Sales Division
LIBBEY GLASS DIVISION OF
OWENS-ILLINOIS GLASS COMPANY
TOLEDO 1, OHIO**

SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending September 15, 1944

Something to Shoot At

"THIS MAY WELL BE THE PEAK YEAR of production for many years to come," said President Roosevelt recently in ordering a Census of 1944 industry. This Census will involve advancing the regular biennial Census of Manufactures by one year—and, rightly or wrongly, it is likely to be used as the sales manager's yardstick of employment and production in the Nation as a whole and in the principal industrial areas.

People are saying now—and they will say it again when the Census is completed—if we can make so much, and employ so many, in waging a war, why can't we do as well in days of peace?

The shape of things to come seems to be this: In large measure business will be given its head, given post-war incentives, encouragement and assistance instead of rigid regulation. This seems to be the plan of Congress and, despite pressure from labor, the President is sailing along with this prevailing tide. On September 5 WPB announced a go-ahead with few restrictions as of the end of the war with Germany. The Census will say, "This is what we have done; now business, proceed under your own steam, and do as well!"

Many businesses are attempting to solve the problem via the merger route. We are witnessing today one of the most spectacular merger trends in our history. Reports of mergers in the airline, chemical, liquor, plastics, retail, steel, machinery, and food industries are crowding the headlines of the financial pages.

Some firms are taking advantage of a favorable tax situation. Others are trying to balance their operations. Others are out to expand geographically or are strengthening control over essential raw materials, and some are trying to move from a concentration in the consumer markets field to take in industrial markets, or vice versa.

Francis on Advertising Agencies

CLARENCE W. FRANCIS, Chairman of the Board, General Foods Corporation, writes in Coca-Cola's *The Red Barrel* on advertising's function from the viewpoint of top management.

Perhaps he gives a clue to the success of General Foods advertising and the longevity of the advertising agency relationships of that company when he says:

Let me say a word on advertising agencies. All the facts and figures available to our advertising manager are open to our agencies. Our agencies actually get copies of the cost figures exactly the same as the people in charge of the advertising in our own corporation. They are a vital part of our operations. We value their wisdom. We value their help. At any time we would pay them the compliment which is due them—that if we have made any progress, a great share of it must go to them.

Again, we do not see how they can function unless they have all the facts, unless they know the policies, unless they are big enough men to be in the top management field.

General Foods treats agencies as a prime factor in cre-

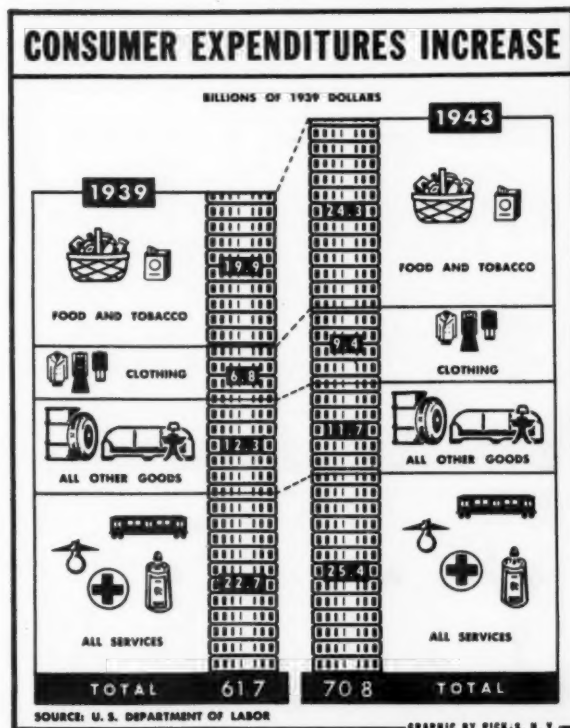
ating "wanting" power. Howard E. Blood, of Norge, coined that phrase when he said, "Much attention has been directed at public purchasing power, but it is public *wanting* power, stimulated by salesmanship and advertising, that has nourished the tree of prosperity. . . . One of the principal problems (of the reconversion period) will be the complete re-orientation of the thinking of salesmen who have lost the sales psychology and the competitive spirit which will be so important in a buyer's market."

Tell the Public All?

DID YOU SEE GENERAL MILLS' double-page spread in the September 2 issue of *The Saturday Evening Post*? In this they used Robert Benchley to answer the question, "Who got the \$281,000,000"—that sum being the money which General Mills jingled up on its cash register between June 1, 1943, and May 31, 1944. Using a big carving knife, Benchley cuts up the coin which represents this sum into segments representing materials, labor, another slice which we shall describe later, taxes, dividends and surplus.

The slice which we didn't describe above was explained in these words: "Another big chunk comes out for power, wear and tear on machinery, maintenance and repairs, office equipment and hundreds of other items down to pen points and paper clips. It also costs a lot of money to get General Mills products to you. Total (for all of the above items): \$24,700,000.

An otherwise splendid and highly commendatory public relations advertisement was somewhat spoiled for me by this glossing over of sales and advertising costs. It sounds



as though General Mills was ashamed to admit that the public should pay anything for distribution costs. Since the total of *all* of these miscellaneous items was less than 8%, it is obvious that the sales and advertising costs were probably not more than 5%. To my way of thinking, this is something which should have been played *up*, rather than *down*. I am sure I have a point there, because several people called my attention to this spread and said, "What are they trying to tell me—that it doesn't cost anything to run double-page spreads in *The Saturday Evening Post* and all those radio programs?"

Selling to Returning Veterans

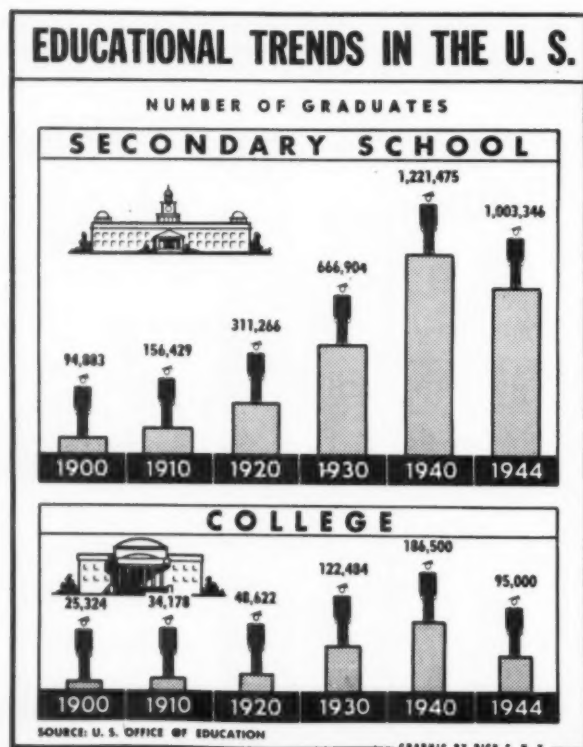
HERE ARE EXCERPTS from an interesting letter from a serviceman passed along to us by our friend, H. J. Graham, of the Hartford Accident & Indemnity Company:

Are you on your mark to accept the passing from the American scene of one of our great legends—high-pressure salesmanship? The sailor, soldier and marine home from the twenty-seven seas, Tokio and Berlin will be sick to death of orders, commands and directives. One of the first things he will want to do is to reassert himself as an individual. A most satisfying way of doing this will be to say 'No' whenever he feels like it. The high-pressure salesman is going to have his troubles trying to cram anything down these men's esophagi! Conversely, the salesman who can arouse the desire to buy *with reason* and can state his case so that the prospect is placed in the position where *he* is making a choice will do nicely.

Are you set to take advantage of changes in sales opportunities and sales presentations? This will apply chiefly to individual prospects. The serviceman has become accustomed to buying standard, nationally known products for substantial discounts in Ship's Service and PX stores. This is bound to make him more price-conscious than ever.

Now is the time to marshal and rehearse the facts of the benefits of quality. It will be difficult for a fixed-price druggist to convince the ex-service man that his tube of 'well known' toothpaste at 25c is worth more than the same tube which cost 19c in the Navy and can be purchased at the cut-rate 'druggist' for 21c.

He is talking about nearly 12,000,000 of the best sales prospects we will have during the coming two decades.



Come to Macy's

SMALL MANUFACTURERS TROUBLED ABOUT POST-WAR are invited by R. H. Macy & Company to consult on post-war products. The enterprising department store is setting aside one day a week, at which time heads of these plants may meet with the Macy buyers and get first-hand information of consumer product preferences. Manufacturers also will be assisted in other technical matters.

Another Macy development which will not make a hit with wholesalers is the formation of Affiliated Retailers, Inc., organized jointly with the May stores, "to develop, buy and promote merchandise cooperatively." The stores had a 1943 volume of \$350,000,000, and according to Howard D. Barber, who heads the new organization, stores in non-conflicting cities will be invited to join the buying organization.

Significant Shorts

UAW-CIO into Building?: The biggest post-war outlet for building material may be the large labor unions. The United Automobile Workers believe that their union members have been gypped by the speculative home builders, and they have employed high-grade town planners and architects to work on homes for workers. One of our subscribers in the building construction field expects the UAW to be his biggest customer, and suggests that the best 60c worth of post-war material available today are three booklets from UAW, 1324 Maccabees Bldg., Detroit 2, Michigan—booklets called *Homes For Workers*, *Memorandum on Postwar Urban Housing*, and *Politics in Housing*.

Welcome Folder for Salesmen: Salesmen who call at the American Welding and Manufacturing Company, Warren, Ohio, are handed a clever "Welcome" folder. The cover bears the salesman's name, advises him that he should expect to be received by the person upon whom he is calling within 10 minutes of the announcement of his arrival, and the back cover features a map showing the location of other principal industries in Warren. . . . The inside pages tell the salesman of various conveniences which are available to him, lists all of the important executives by name and title, and has a welcoming paragraph from the head of the company which says in part, "The intelligent efforts of salesmen and service men have benefited our business and all business. Any suggestion for the improvement of the reception afforded you, therefore, will be most gratefully received."

What's the World Coming to?: With the sale of KSO, Des Moines, to the Kingsley Murphy interests of Minneapolis, a situation unique in radio has evolved. Now KSO, an avowed competitor of KRNT, a Cowles owned station, is forced to broadcast from the same studios as KRNT and to use the same transmitter. This situation is likely to apply until critical materials are released after the war. . . . And speaking of radio, we got a kick out of a folder called, "Advertising's Responsibility in Post-War Employment" which is a printed copy of a talk to the Newspaper Representatives Association of New York by Neil H. McElroy, Vice-President in Charge of Advertising and Promotion of the Procter & Gamble Co., Cincinnati. This talk to newspaper men is being distributed as a promotion piece by the National Association of Broadcasters! You guessed it—Mr. McElroy said some flattering things about radio.

PHILIP SALISBURY

SALES MANAGEMENT



On an ethical product like penicillin, the package, too, is a problem in scientific research.

Nation-Wide Campaign Tells Doctors Of Penicillin, Miracle War Baby

Although all of this amazing drug is still going to the Government, the day when it will become available for civilian use is not far off. Commercial Solvents prepares the medical profession for its arrival with a skillfully organized coast-to-coast promotion.

BY A. B. ECKE

WHAT is up to now the largest advertising and promotional campaign in the infant penicillin industry is being sponsored by Commercial Solvents Corp. In its present stage the campaign is directed to physicians, pharmacists, hospital heads, and nurses.

With penicillin, as with other pharmaceuticals, the qualifications, experience, manufacturing facilities, and integrity of the maker are of paramount importance to the medical profession. All this, C.S.C. believes, calls for a highly ethical marketing procedure and professional promotion plan to assure professional acceptance of a drug which only three years ago was a laboratory curiosity known only to research men.

The promotional effort C.S.C. now is placing behind penicillin in the professional field, for size and completeness, ranks with any campaign

ever devoted to a single product.

At present C.S.C.'s entire production of penicillin is under Government allocation, but just as soon as military needs have been met, Penicillin-C.S.C. will become available for civilian medical practice. It will be Fair-Trade protected and will be marketed only through ethical drug channels and made available through a large list of selected drug wholesalers. All sales to pharmacies must go through these wholesalers—there will be no direct retail accounts (except to the U. S. Government and its institutions). All sales to physicians must go through the retail pharmacy—Penicillin-C.S.C. will never be sold direct to physicians. There will be no "deals," no special arrangements that would give anyone an unfair advantage. Thus the profits of the retailer as well as the wholesaler are protected.

Penicillin-C.S.C. will be available

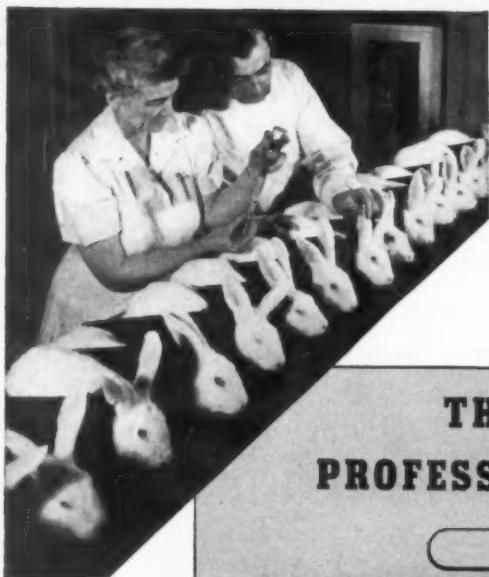
for civilian medical practice, not only in adequate distribution throughout the United States, but also at reasonable cost to the patient which is every physician's desire, and which is made possible by C.S.C.'s volume production.

This sound marketing plan provides an additional advantage to dealers: All penicillin vials must be stored under refrigeration at a temperature below 50°F. Since not all physicians' offices are equipped with adequate refrigeration facilities, penicillin provides the pharmacy with an added opportunity to serve the physician, and to increase the unit of sale when such service is rendered.

The professional promotion plan is being presented by every known means of ethical promotion. That it has been carefully thought out is indicated in the chart shown on page 26.

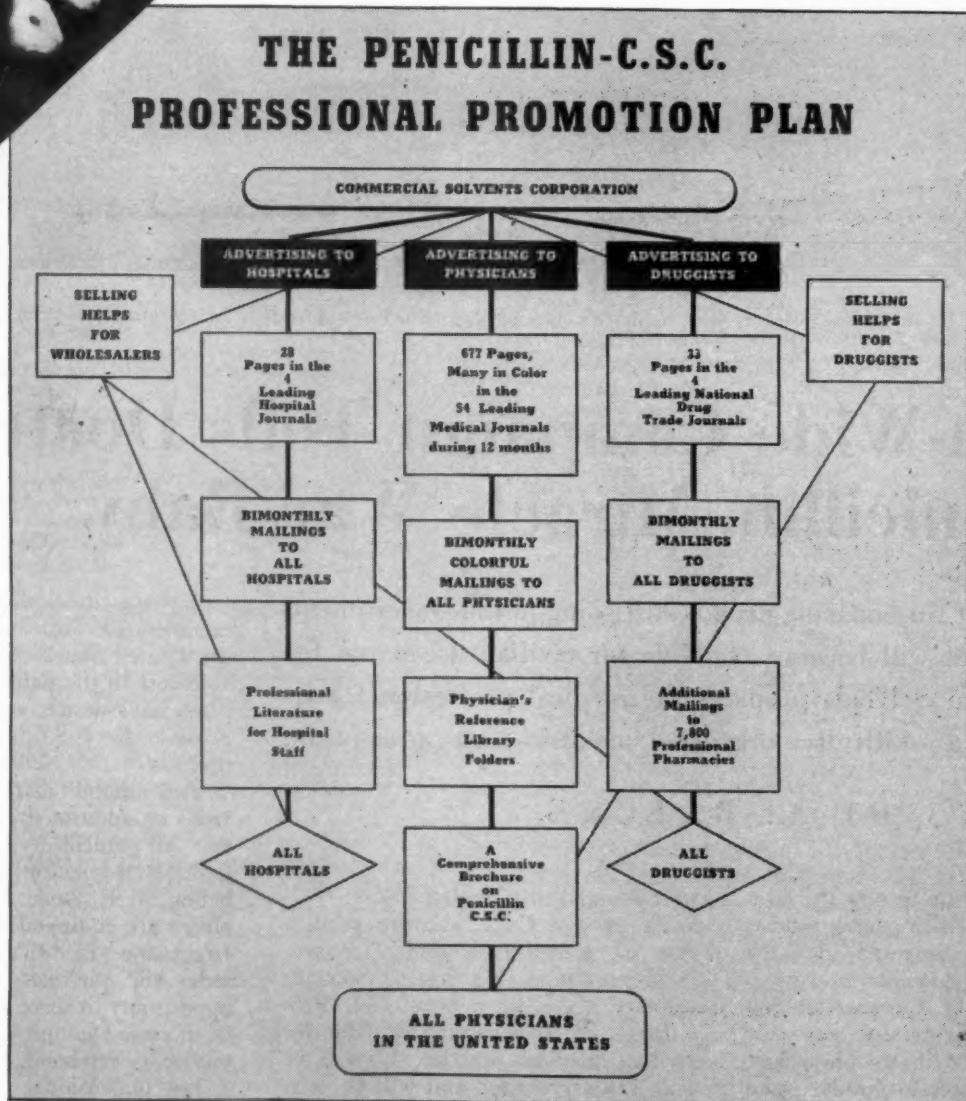
Advertising, through L. G. Maison and Company, Chicago, is directed mainly to physicians, hospitals, and druggists. It includes 677 pages, many in color, in 54 leading medical journals during 12 months; 28 pages in 4 leading hospital journals; 33 pages in 4 leading national drug magazines.

Since Penicillin-C.S.C. is now so widely advertised to the medical profession by periodic appearance in every accredited medical journal and by frequent mailings of helpful sci-



(Left) Eight hundred New Zealand rabbits help Commercial Solvents achieve complete product control. Their job is to test for pyrogen, fever-producing substances. They live in an air-conditioned home and their food is carefully balanced for essential nutrients. The tests are in no way injurious to the animal. These little bunnies are "personalities"; they are referred to by name like other "employees."

(Below) A graphic representation of the advertising and promotion plan which is giving the medical profession, from coast to coast, all the known facts about penicillin.



tific and other literature, it is safe to say that every physician will be familiar with it, with the extraordinary care with which it is made, and with the integrity of its makers. C.S.C. management is confident that there will be no brand resistance when Penicillin-C.S.C. is offered preferentially as the penicillin of choice. All advertisements are packed with facts, and reproductions of all advertisements are sent to physicians, dentists, druggists, and hospital executives in looseleaf binder form, ready to use for reference.

The professional promotion plan

[26]

also includes bi-monthly, colorful mailings to all physicians, bi-monthly mailings to all hospitals, bi-monthly mailings to all druggists; professional literature for hospital staffs; physicians' reference library folders; additional mailings to 7,800 professional pharmacies. All are factual in every detail.

A comprehensive book, "Penicillin and the Present-Day Concept of Its Clinical Applicability," has been prepared for use by doctors, dentists, pharmacists, and hospital executives. The purpose of this book is to coordinate the vast amount of material

published on penicillin for the medical profession, to organize it in such a manner that the profession can gain the desired facts clearly and without undue expenditure of time, and to provide a reference manual as to clinical studies conducted and resultant justified clinical applicability. It presents the important clinical reports published, or available to the authors, up to April 15, 1944. It shows dosages, modes of administration, and duration of treatment required in the various infections in which penicillin is indicated. It is a valuable aid in familiarizing physi-

SALES MANAGEMENT

SEP

cians with penicillin therapy.

A booklet, "Penicillin—Its Therapeutic Action, Modes of Administration, and Indications," is being sent to nurses and hospitals. This compact booklet gives nurses and hospital heads all known facts about penicillin.

Another valuable aid in the professional promotion program is the *Penicillin-C.S.C. Reporter* which is published regularly by the C.S.C. Pharmaceutical Division. This bi-monthly paper is mailed to the medical profession, and is devoted to current reports on the application of penicillin, analyses, and other factual data from authentic sources in the field of medicine.

As valuable as penicillin is known to be, much remains to be explored regarding its therapeutic applicability, dosage, and modes of application. While research today perforce is curtailed, the Professional Service Division of Commercial Solvents Corp. nevertheless invites correspondence with qualified groups, with a view to making Penicillin-C.S.C. available for further clinical studies as soon as circumstances permit. In this the Professional Service Division plays an

important role in the professional promotion program.

To help the pharmacist tie into the promotion plan, he will be provided with a series of attractive, interest-compelling sales helps which are now in preparation. Druggists who recognize the advantages of the marketing plan for selling Penicillin-C.S.C. only through established drug channels, are invited to write for a supply of these selling aids.

The pharmacy is recognized as an important outlet. Continuous ethical promotion, the protection of the pharmacy's profits by the "no deal" sales policy, and its equitable price and liberal discount policy, C.S.C. management believes, will make Penicillin-C.S.C. an outstanding brand for profit and turnover. Pharmacists are urged to place their orders with wholesalers now, to be delivered as soon as the drug is released for open marketing. They are also supplied with the "Penicillin-C.S.C. Therapeutic Reference Table" for their reference libraries. This shows dosages, modes of administration, and duration of treatment now recommended in the various indications of penicillin. Pharma-

cists who have already used the reference table laud it because it makes it easy for them to locate any desired information about penicillin.

Drug wholesalers also will be provided with a series of sales aids. However, because all supplies of penicillin are still being allocated by the War Production Board division devoted to penicillin, these wholesaler and retail druggist sales aids are not yet released. But C.S.C. management reports that in quantity and in quality the sales helps to be supplied to wholesalers and retailers will match, if not top, anything that has ever been done in this field.

Packaging penicillin is vitally important. C.S.C. employs the "wet" method. In this method the liquid concentrate is frozen and then reduced to a dry powder by desiccation under high vacuum—all in the final container. (C.S.C.'s new plant is the first to make use of new diffusion pumps which produce vacuums well beyond anything previously accomplished and greatly speed the drying process.)

The utmost precautions are taken in the processing and packaging of Penicillin-C.S.C. The "Sterile Area" in the plant rivals the most modern hospital operating room for sterility and cleanliness.

The meticulous regard for safety is carried through the packaging of the drug. The air in the rooms where packaging is done is washed to remove dust particles. Both temperature and humidity are controlled. Sterilizing-lamp-controlled "locks" prevent undue air-flow from room to room. Workers in these rooms must wear sterile clothing—shoes, gowns, masks, and facial shields. No one is allowed to enter these rooms but the technicians assigned to them.

Commercial Solvent's principal packaging innovation is in the form of container and seal. Flame-sealed ampules, with or without rubber valve stoppers, are generally used by other producers of penicillin. C.S.C. uses a small, flat-bottomed, round bottle

PENICILLIN-C.S.C.



and its Quarter-Century Background

Unlikely symptoms caused the "mystery" which would cause a doctor to prescribe penicillin. The doctor's prescription was for a penicillin which was not available in the United States. The doctor's prescription was for a penicillin which was not available in the United States.

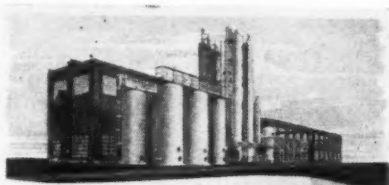
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Headquarters for Penicillin-C.S.C. production process, located in the Commercial Solvents Corporation building.

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Advertisements in 54 leading medical journals lean heavily, in their copy, on the ethical background of Commercial Solvents, the company's know-how, the multiple safeguards to quality throughout the laboratory.

(Right) For the consumer market, penicillin is packaged in single units, twelve to the carton. The package shown on page 25 is the service pack for the Armed Forces.



with a stopper plus an aluminum seal and an over-all aluminum dust cap. This dust cap and the center of the aluminum seal can be easily stripped off, exposing the rubber stopper which has a thin center section which can be easily pierced with a hypodermic needle. The physician can therefore introduce physiologic salt solution and thus make up the penicillin solution and remove it without actually opening the original package.

The Packaging Problem

All C.S.C. containers are made of clear glass as specified in the U.S.P. XII ("Containers for Injections"). The rubber-stoppered serum-type vials, in which Penicillin-C.S.C. is supplied, offer two advantages: convenience in handling, and safety. In ampule medication, generally speaking, the entire contents of the ampule are intended for use in one injection. Since penicillin, for economy's sake, usually is presented in quantities for a day's or at least several injections, the serum-type vial acts as a convenient container for the solution intended for further injections. Transference to another container is not needed.

The vial, with its sterile content, is not exposed to the hazards of contamination which so easily arise when the contents of an ampule are not injected immediately after it is opened, and have to be stored for deferred use. In office practice, and particularly in the patient's home, where aseptic hospital procedure is not easily duplicated, the serum-type vial will be appreciated.

Only vials of 100,000 units are offered at present because experience designates them as the most advantageous size. In the conditions so far explored and reported, effective dosage in some instances will be less than 100,000 units per day; in many instances it may have to be several times this amount. Hence in a large percentage of cases the Penicillin-C.S.C. serum-type vial of 100,000 Oxford Units will prove most advantageous.

For office practice, and for administration in the patient's home, Penicillin-C.S.C. will be available in two combination packages. One provides a rubber-stoppered, serum-type vial of penicillin sodium (100,000 Oxford Units) and a 20cc. size similar vial of physiologic salt solution. The other combination package contains a vial of penicillin-calcium (100,000 Oxford Units) and the 20cc. size vial of physiologic salt solution.

The control numbers on these packages assure that Penicillin-C.S.C. is bacteriologically and biologically as-

sayed to be of stated potency, to be sterile, non-toxic, and pyrogen-free. All packages contain detailed instruction sheets.

Adequate facilities for packing the vials for shipment are also provided. The vials are labelled in an automatic labelling machine. A single vial is then placed in a full-telescope box. The single unit is properly sealed and labelled.

Packing penicillin falls into two categories: a service package for the Armed Forces and a consumer package. The service package of course is regulated by Government specifications. Five vials are packed in a cardboard carton. This serves as the unit shipment. All other packing must then follow specifications.

A different problem arose in consumer packing. When the drug is available for consumer use, quantities as low as a single vial may be purchased. To meet such demands, a single unit package for consumer consumption has been adopted. These single units are then packed in 12 to a carton. For possible shipment in dozen lots, the carton of 12 is packed in a triple-slide corrugated carton. For larger shipments, 12 cartons are packed in a sturdy shipping container.

C.S.C.: Production Miracle

Back of all this there is a dramatic production story. From blueprint to mass production in seven months—that is the remarkable record of Penicillin-C.S.C.

When the curative properties of penicillin were recognized, the Government called for huge quantities of this life-saving "mold gold" for use by our Armed Forces—quantities far exceeding the output possible with previously known methods. Commercial Solvents Corp. was selected by the Government to build a plant which may well prove to have the largest penicillin output in the world.

A quarter-century's experience with microbiological processes enabled C. S.C. to bring penicillin into mass production in this incredibly short time. Actually, authorization from WPB to proceed with engineering and construction was received on August 2, 1943. The first discussions were held on August 5. Construction work got under way September 15 and the plant began its operations on January 30.

The Penicillin-C.S.C. plant now in production comprises five complete brick buildings, costing \$2,000,000. It is the first full-scale penicillin plant in the world to swing into operation. Engineered by E. B. Badger & Sons Co. and financed and operated by

Commercial Solvents, this unit will process up to 10 million gallons of fermentation liquid yearly to recover more than 500 billion units of penicillin. Yet a year's output will barely exceed one ton of dry product, or less than one-half a ton of pure penicillin.

Penicillin-C.S.C. is a powerful antibacterial agent, effective in a wide range of infections, many of which are not amenable to other chemotherapeutics. It presents an outstanding advantage in that it is virtually non-toxic, even in high dosage. It is available in the form of two salts—penicillin-sodium and penicillin-calcium. It is supplied as a yellowish amorphous powder.

Medication for Thousands

The capacity today of the C.S.C. penicillin plant is conservatively rated at more than 40,000,000,000 (forty billions) Oxford Units per month—or twice the amount produced in the United States during the entire year of 1943. To give a clearer understanding of the production capacity, forty billion units of penicillin-sodium, for instance, as produced by C.S.C. are sufficient to provide complete treatment of a minimum of approximately 8,000 and a maximum of about 350,000 patients, depending upon the type and severity of infection.

That the plant went into production when it did and has continued to produce with a minimum of difficulties—is just short of a miracle, because there were many problems involved. To begin with, information on the process was meager, lacking in many details. Research and guide work had to proceed simultaneously with construction of the full-scale plant. All that—to say nothing whatever of the extreme urgency of the entire job.

To hurdle all these difficulties, C.S.C. threw half of its entire staff of research and development experts into the project. But it was the type of work in which Commercial Solvents Corp. has been engaged since its beginning. For a quarter century life habits of bacteria and molds have been the study to which an ever increasing number of scientists in the C.S.C. research laboratories are devoting their lives. C.S.C. is incorporating into this new plant not only the fruits of 25 years of scientific research, but it also is incorporating the latest developments in the testing, handling, and packaging of a product upon the integrity of which the physicians so often may have to stake their patients' lives.

SALES MANAGEMENT

Campaigns and Marketing

Sound for the Deaf

Another step forward in the hearing-aid appliance field has been made by Maico Co., Inc., Minneapolis. The company is marketing a "revolutionary new device" which brings sound to thousands previously considered totally deaf by U. S. Public Health Service and American Medical Association standards.

Maico's electronic engineers have made the instrument possible by attainment of greater power, the development of new electronic circuits and virtual elimination of radionic distortion—heretofore the bugaboo of all hearing aid users. The instrument, called the "Precisioneer," is said to embody technical advances that insure the closest selective fitting of the individual yet attained in a hearing device.

An interesting fact about the Precisioneer—it sells for \$165, in a field where the lowest price is now about \$40.

McCann-Erickson, Inc., Minneapolis, will handle the company's expanded advertising campaign.

Vitamins in Cans

It was just a question of time until someone did it—but it remained for Golden State Co., Ltd., to add vitamin D to evaporated milk. Dairies for several years have been adding the D vitamin to whole milk. Mothers, on the other hand, saw no reason why their children couldn't have the same enriched evaporated milk, and Golden State got its scientists to work, emerging with the new product. Golden State says that the enriched tinned milk is better for children, and saves giving them the vitamin in addition to milk. No less than 325 USP units of vitamin are included in each can.

Batten, Barton, Durstine & Osborn, Inc., is running the introductory campaign and plans to introduce it by thousand-line newspaper advertisements, car cards, outdoor, and radio.

Armstrong Needs Help

Armstrong Cork Co., Lancaster, Pa., makes news again. This time the organization is calling on 30,000 merchants handling its lines for help in charting the company policies.

To get this needed help with a minimum of red-tape and bother to busy merchants, Armstrong is sending dealers a small illustrated ques-

tionnaire booklet loaded with pertinent questions on every phase of the smooth floor covering business. The booklet, says the company, is comprehensive, but can be answered with a minimum of time and trouble. To get it off to a flying start, Armstrong titles it: "Will You Help Us to Help You?"

In normal times Armstrong had a pretty good idea of dealers' needs and desires by their order forms. Now, due to wartime restrictions and shipments on an allotment basis, the company can't be sure that orders reflect a true picture. To decide, they are using the tested yardstick of consumer-research applied to merchants.

Sample of questions—"Are you planning to move or remodel?" "What type of activity do you expect to see the greatest possibilities for volume and profit in the years to come?"

Driving a Mean Bargain

Everybody, these days, is wondering if the old jalopy will last another winter. Standard of California is using the doubt in the public mind as the basis of its new campaign running in 195 newspapers in seven



Standard of California hits the motorist in his most vulnerable spot with its new campaign for RPM motor oil.—"Will she get through the winter?" We all wonder.

western states. Advertisements feature a new strip-type technique designed to point up the qualities of Standard of California's lubricating products. "RPM Motor Oil Takes Better Care of Your Car," is the theme of the campaign, a continuation of the company's car-care advertising which began shortly after Pearl Harbor.

The San Francisco office of Batten, Barton, Durstine & Osborn, Inc., is handling the campaign.

Warm as Toast

You may freeze this winter, but if you can manage to hold out until the glorious post-war you, like Scarlet, will never be cold again. The best minds of the heating industry are hard at work on the problem of keeping you warm and in bed instead of firing a furnace. Now the Bituminous Coal Institute is running a competition for basement and chimney designs which permit flexible heating with any major fuel. The competition is a part of the Institute's post-war program of better fuel utilization.

Open to architects, designers and draftsmen, it offers prizes totalling \$4,750 in War Bonds for the "most attractive and practical basement designs" which enable the owner to easily change from one type of fuel to another as supply or price conditions warrant.

The competition is being conducted by *The Architectural Record*, closes November 15, and winning designs will be made available to builders and prospective home buyers, credit of course going to designers.

Super-Radio

Zenith Radio Corp., is getting under way with a large advertising campaign, to run throughout the fall, telling of its proposed post-war expansion in the electronics field. Text tells how radio listeners will profit as a result of the science of radionics developed as a by-product of research to improve military communications. Radionics cover not only television but radio, short wave, and F. M. broadcasting. Secret devices, says Zenith, developed for the Army and Navy will be incorporated in our radios as soon as peace comes.

Newspapers will be used in the campaign in 73 cities, 750 to 1,000 lines, with full-page space in 21 general, news, women's, farm, and scientific magazines. Total circulation will exceed 48,500,000. With its newest campaign Zenith paves the way for a leading role in post-war sales, and by advertising its products now hopes to get on the band-wagon early.

Northwestern Announces Soup-to-Nuts Program for Veteran Re-Employment

Features of this broad-scope plan for helping returning fighters reestablish themselves in civilian life: Aptitude testing, detailed analysis of previous work-history, refresher training, special compensation during the first year, and vocational guidance for those who do not wish to return to their careers in the insurance field.

BY LARRY FITZMAURICE

AN amended and revolutionary GI bill of rights in the form of a veterans' re-employment assistance program has just been announced by O. J. Arnold, president of Northwestern National Life Insurance Co., Minneapolis.

Designed to assist servicemen and women who want to return to their old jobs, as well as those who do not, the program holds re-employment privileges open until any government-paid educational courses are completed.

"While self-interest might suggest that the company aims to induce every field man now in service to resume his business life with NwNL, the chance to build NwNL agency and selling manpower to new and higher levels after the war is not the motivating factor in this new program," Mr. Arnold insists.

The plan itself is not recruiting in scope or intent. Its basic and singular objective is to help returning service men and women to determine for themselves how and where their talents and interests can be developed and most fruitfully used to their own and their families' welfare. That may be with NwNL or in some new and different line of work.

Fundamentally, the program offers the best available refresher courses, training, and liberal assistance toward financial re-stabilization to men and women who look forward to a renewed career in the insurance field with NwNL. The company, however, would prefer to invest its money in the war veteran's success in a career elsewhere than to spend one cent to induce him to return to a questionable or only mediocre success in life insurance selling. It is on this premise that the entire program is predicated.

There will be many war veterans who will be undecided. For them the plan provides the best available impartial and expert guidance in making sound decisions as to where and in what line of endeavor their futures

may be assured. Further, it recognizes that some men, particularly field men, who return to jobs they once knew so well may find going difficult at first.

Restlessness, uncertainty, changed selling conditions, and many other factors may weigh strongly in a man's future progress in selling life insurance. The program accordingly provides for continuous follow-up over the critical early months for men who return to NwNL. If it appears that they cannot achieve the modicum of success to which they aspire, the vocational guidance plan will come to their aid once more in re-locating them where their chances of success are greater.

Without equivocation or prejudice, the plan also recognizes that there may be many who will wisely decide to take advantage of some of the provisions of the recently enacted GI bill; therefore, any part or all of the program's contemplated benefits may be held in abeyance until such time as the service employee is ready to resume a business career.

The Nucleus of the Plan

In general the program has three parts:

1. Vocational Guidance. Men fully decided to return to NwNL will be provided with a summary of their records with the company. Men undecided about the future will be guided toward an unbiased and sound decision as to where their best opportunity lies in the post-war world.

2. Re-establishment with NwNL. This part of the program is designed

When GI Joe breaks out of line for the last time in that march down Main Street, you can bet that the first thing he'll think of after hugging his family is: "What about a job? Shall I go back to my old one? Or do I want to try my hand in a new field?" Northwestern Life Insurance is ready to answer his questions with a three-ply guidance program.

Photos by Ewing Galloway



to insure rapid assimilation into the company and is a tested plan designed to bring about the greatest degree of success.

3. Placement Service. NwNL will help the returning veteran to seek and establish a connection in some other type of employment should he decide finally that his interests lie elsewhere.

The company will prepare for each person now in the service a complete and careful analysis of his experience prior to entering the service. This will include an analysis of his earnings, a market analysis, an analysis of production frequency and average sale, and other pertinent data to assist him

search at Leland Stanford University, to make available to each returning serviceman his Vocational Interest Tests. Dr. Strong's analyses will provide an impartial and scientific picture of the veteran's vocational bent.

For the veteran who wants to return to life insurance selling, these analyses will afford a measure of his probable aptitude and will point to strengths or weaknesses which will aid him in self-management. For the veteran who is doubtful about his future, they will help him to make his decision. To the man who decides that he will look elsewhere, they will provide clearcut signposts to the right direction to a field of effort.

On the basis of these analyses the

to the servicemen in order that there will be no delay in holding preliminary interviews and reporting to the home office for consideration and action.

In the matter of re-establishment with NwNL, the company plans to go much further than the 40 days the law requires during which a returning war veteran must re-apply for his job. Each returning agent will be given a period of from 60 to 120 days for re-orienting himself to the selling job. The Government limitation of 40 days during which the employee must make contact with the company is specifically waived.

Progressive Scoring System

During the re-orientation period the agent will be given the advantage of the NwNL Progressive Scoring System, which measures for him his probable level of future selling success. If the scores indicate he has made a mistake in returning to the life insurance field, he will be so advised.

If the 60- to 120-day adjustment period indicates the employee can look forward with a degree of certainty to a successful career at selling, he will be brought, at company expense, to the home-office training school where he will be re-grounded in fundamentals and current sales practices during two weeks of intensive re-training under experienced home-office staff men. Returning home-office employees also will be given refresher training courses to bring them up to date on current company policies and practices.

When the re-indoctrination program has been completed and the agent's assimilation into the company is seemingly complete, he will be eligible to certain stabilization commissions, as part of the company's program to assist the agent in re-establishing service contacts with old policyholders and clients. These commissions will be paid as special service commissions in recognition of the special service work required to re-contact and review the programs and current status of the clients.

The minimum special commission scale will be \$50 a month, starting the month after the home-office re-training course is completed. It will last a full 12 months which is \$600 minimum—or twice the maximum separation pay provided servicemen by the Government at the time of honorable discharge.

However, agents who formerly were under the so-called Arnold System of compensation at the time they entered the Armed Forces and whose Arnold System differential exceeds



in (a) setting up sound working plans and objectives if he is resuming his career with NwNL, and (b) in making a sound decision as to the advisability of returning to life insurance as a selling career. This also will be done for returning home-office employees.

In order to provide the best expert vocational guidance to the returning war veteran, the company has arranged with Dr. Edward K. Strong, Jr., head of vocational interest re-

employee's general agent or agency manager will be prepared to discuss with the returning serviceman factually and impartially the question of his probable success in the life insurance business. In talking over the subject, both will have the advice and counsel of the home-office staff based on these studies. The home office is now in contact with general agents and agency managers as the first step in planning the employee's civilian future. Dr. Strong's tests are being sent out

\$600, will be paid the excess in lieu of the \$50 a month in 12 monthly installments.*

These amounts are gratuitous and will be paid over and above all commissions earned or to be earned. It is in line with some of the provisions incorporated in the Arnold System.

Any returning serviceman who decides, either at the time of his return or after the orientation period, that he wishes to seek a career elsewhere than with NwNL, may take advantage of the replacement program which the company has outlined. While NwNL does not propose to guarantee any returning agent satisfactory or successful contact with a new field or a job entirely suited to his liking, no effort will be spared to help him. Arrangements have been completed with a reputable private employment agency with national affiliations which will help locate jobs in any major city in the country.

If a returning serviceman desires to avail himself of the agency service, the fee for placement (ordinarily 50% or more of the first month's earnings) will be borne by NwNL. Thus a complete vocational guidance and placement service is offered if the agent decides to change to a career other than with NwNL.

Hope to Inspire Others

Research has currently shown that little more than 25% of discharged servicemen are returning to their former jobs. NwNL expects to better this national average, because of the nature of its business, but it is aware that changes are bound to occur and it is prepared to help meet them.

NwNL confesses the genesis which bore this plan was not wholly inspired by altruism. Standards, viewpoints and thinking of many of the men and women in the Armed Forces have been subjected to the radically different environment of military life and the broadening effects of travel and many other influences. "It is only realistic to recognize these simple truths," Mr. Arnold says, "in planning to render practical assistance to those who will have won this war."

It is the company's hope that its plan may inspire variations of it in other life insurance companies and in American business and industries in general.

* The Arnold System is probably the most revolutionary form of agents' compensation known to the life insurance business. It is based on incentive, persistency and performance as a whole. SALES MANAGEMENT is preparing an article relating to its provisions and hopes to publish it in an early issue.

As Mr. Arnold puts it: "The company wants every returning agent to be re-established in a successful life insurance career where he will be happy and successful. But the company would prefer to help a man in some other career where he can accomplish these aims than it would to induce him to return to an expensive and prolonged failure at life insurance selling."

Mr. Arnold has told NwNL's employees as much in a letter to each of them over his signature. In it he said, in part:

"It may seem curious to some of you that NwNL should set up a program which makes provisions for members of the NwNL family to be placed in jobs outside the company. Let me assure you that the program is not designed in that way in order

to encourage anyone to seek employment elsewhere. To the contrary, the company will welcome you back and place to the best of its ability any member of the NwNL family. But it would be less than realistic to believe that no employee has found new interests or that no employee will have been made restless by travel, or that no employee will have decided that his aptitudes lie elsewhere.

"Therefore, a program which really seeks to serve *your* best interest must be broader than a mere 'welcome home.' It must be geared to the thought that America must use and develop to the utmost its human resources. This is another way of saying the program must be aimed at *your* future success and well-being. To that end this program is dedicated."

General Mills Enters Industrial Field with Polyamide Resin

THE year 1944 has been a year of departures from the routine for General Mills, Inc.

During mid-summer the company announced a revolutionary digression from established practice of processing agricultural food products when it gave advance notice of intentions to engage in the post-war appliance business.

Within the last fortnight Harry A. Bullis, president, proclaimed that henceforth the company is in the polyamide resin, or adhesive, field, as a successful climax to the company's unceasing efforts to expand the use of agricultural products in industry.

"Though on the surface this may appear to be a distinct departure from the company's primary job of processing food, it is in fact a by-product of soybean oil and thus is in line with General Mills' policy of fuller utilization of agricultural commodities and establishment of more markets for farm products," comments Mr. Bullis.

This marks the first time in General Mills' long history that industrial and commercial application has been given to one of the company's agricultural lines.

Polyamide resins, as General Mills contemplates them, have a post-war sales potential as great or greater than many of the scores of other items the company manufactures. Their uses include heat-sealing adhesives in food packaging, package labels, spirit lacquers or volatile shellacs, printing inks, alkali-resistant coatings, gaskets

and can-sealing compounds.

In food packaging the polyamides can be applied as a hot melt or they can be applied from alcohol solutions to glassine, waxed glassine or similar paper stocks where rapid-sealing and grease- and moisture-resistant films are necessary or desired.

An alcohol-soluble, polyamide resin already is out of the research division and into production. The initial development and early pilot plant work on it was done by the Northern Regional Research Laboratory, Bureau of Agricultural and Industrial Chemistry, United States Department of Agriculture, Peoria, Ill. Produced by a chemical interaction of the acids extracted from soybean oils with ethylene diamine, the product itself is a hard, dark, amber substance capable of hot melt or solvent application.

The company has but recently opened its new soybean processing plant at Belmond, Iowa. New monolithic concrete tanks provide for half a million bushels' storage, in the heart of the largest soybean producing section in Iowa—second largest producing state in the Nation. Processing capacity is 10,000 bushels daily.

Aside from special products such as polyamide resin, the plant will produce soybean oil meal, soybean oil, flour and protein derivatives. Until the war ends the new product will be sold only to a select list of General Mills customers. After the war the vegetable oil and protein division will look for wider markets.

Faraday Ready with Peacetime Line: to Make Decorative Cornices

This maker of signal equipment and related devices looked upon a large supply of metal scrap resulting from war products manufacture—and came up with a product destined for department stores.

THE Faraday Electric Corp., Adrian, Mich., and Chicago, has started its reconversion to peacetime production. Several new items are planned and tooling up has begun. One of these lines, decorative cornices, will be ready for delivery in October.

Faraday has specialized in electrical signal equipment for 44 years. This has included fire alarm and hospital equipment and industrial signal devices. Also marine signals. Starting with Pearl Harbor, the company has been manufacturing almost exclusively military communications equipment and special devices for the Government.

Reconversion Ideas

With the end of the war in Europe now in sight, it is expected that contracts for the Government soon will be cancelled. The immediate problem was to be set to turn to new products and so keep the corporation's large force of people in jobs. A volume item of low unit cost was visioned.

One of the by-products of its war work was a large mass of metal scrap. Research was started to find uses for it. Out of the study came the idea for window cornices. Engineers were told to go ahead. It may be well to explain here what a window cornice is. In this case it is a strip of tempered masonite board held with metal fastenings. It goes across the top of a window and the top of the drapes are hung behind it.

The masonite strip is decorated with oil paints, readily cleanable, and the designs may be geometrical, flowered, or illustrated with still life, etc. For nurseries they may be lambs gamboling or teddy bears or pandas or anything that will delight children. The strip lends itself to color.

The designers were told to consider package design; the metal fastenings accordingly were made so that they can be shipped flat, in a flat carton, and bent to shape by the housewife. Full instructions accompany each package.

Sales will be exclusively through department stores and only in their drygoods sections. In Chicago, for

example, distribution will be through Marshall Field & Co., Carson Pirie Scott & Co., Mandel Bros., the Wiebolt stores and The Fair. Mail-order houses, hardware stores, etc., will not get them. Reason, Faraday does not want this product "kicked around."

The cornices are made of 1/8 inch masonite, 48 inches long and 5 inches deep. Eight designs in 12 different color combinations constitute the line as it now stands. In addition, there is a separate group known as "kitchen cornices" with four basic designs in six color combinations. These carry designs adapted to the kitchen atmosphere. The latter may be merchandised either in the regular drapery hardware department or the housewares department or both.

The patented features are repre-



Faraday not only is ready with a peacetime product, but is also prepared with the promotional material to sell it. The counter display at left will fit any window width, and the floor display below is available to all stores which will merchandise the product come V-Day.

sented primarily in the hardware, method of cutting to fit any given window, and the method of mounting. All this is so simple that it is believed "any woman can do the job."

Before deciding to manufacture the line market studies were made. These indicate: 30% will never buy; 60%, the middle income bracket folk, are prospects; 5% will buy costly custom made cornices, or something akin to them; 5% will buy "very cheap" substitutes. The potential market is based on 35,000,000 homes.

Steps preparatory to manufacture were taken only after conferences with Government officials who agreed that it would be wise to get ready for

peacetime production as a hedge against lack of employment. The Government executives even suggested that a new plant might be opened in some area where the end of war production would leave a heavy impact. Finally Grand Rapids, Mich., was selected. Grand Rapids is the home of skilled wood workers and the masonite strips will be made there. Much of the metal work will be done in the Chicago plant.

Leading stores throughout the country envision enormous volume potentials, both in the sale of the product itself and in its influence on the sale of window curtains and draperies. It will be \$1.95 per window.

The cornice was created by Barnes & Reinecke, industrial designers, Chicago, and the color work and displays are by W. L. Stensgaard & Associates, Inc., also of Chicago. Effective departmental displays for floor and counter use and additional promotional material will be supplied without cost to retailers.

Newspaper advertising mats or proofs, as desired, will also be supplied to the retailers. Advertising costs will be split, 50-50, between the retailer and the manufacturer up to 5% of the purchase cost.



Servel Offers Utilities Plan for Recruiting and Training Salesmen

A THREE-PHASE program for the recruitment, selection and training of gas appliance salesmen who will be employed by utility companies and their dealers when merchandising is again resumed will soon be offered by Servel, Inc., in collaboration with the American Gas Association.

The three phases of this program include the following:

1. Recruiting and selection of domestic gas appliance salesmen by utility companies for the sale of refrigerators, and other household equipment. This will consist of a plan developed by Dr. Robert N. McMurry, Servel's consultant on selection and training of gas appliance salesmen.
2. An indoctrination training course for gas company salesmen to be developed by the American Gas Association's Committee on Selection and Training of Sales Personnel.
3. Intensive product training on gas appliances offered by the manufacturers whose lines are merchandised.

Rebuilding Is the Problem

Servel's part in the joint program is being directed by R. J. Canniff, advertising and sales promotion manager. Coordinated activities for the American Gas Association are in charge of R. E. Williams, Binghamton, N. Y., chairman of the committee on selection and training of sales personnel.

"The major problem of nearly every sales manager in the gas industry today is that of rebuilding a well trained and productive sales organization in preparation for the day when merchandising is again resumed," stated Mr. Canniff. "Realizing this obvious need and the procedure which must be followed, some time ago Servel engaged Dr. McMurry to aid in the development of a comprehensive program for the selection and training of domestic gas appliance salesmen.

"During the past several months a national survey has been made covering some 50 utility companies operating in all parts of the United States. The case histories and records of performance of over 1,000 retail gas appliance salesmen have been studied and analyzed. Hundreds of these men have been personally interviewed to provide the basic material for Servel's program for the selection and training of retail salesmen.

"Out of our findings we have developed a program which will greatly speed the recruiting and selection of efficient salesmen," he said. "To familiarize gas companies with our objectives and to assist in the organizational program, Servel will conduct a series of regional sales clinics to help train the men who will execute this important assignment in their own companies."

The importance of thorough training in gas company sales procedures and company policies is largely the responsibility of the company who will be aided by the American Gas Association's Committee on Selection and Training of Sales Personnel headed by Mr. Williams. In announcing this phase of the program, Mr. Williams said:

"Adequate indoctrination and basic sales training for our sales personnel before they enter their sales territories, a balanced plan of compensation

and a program for progressive training in specific appliance fields, rank among the most important of the post-war tasks facing gas company sales departments.*

"Now is the time to perfect our plans for careful selection of our post-war sales personnel and for adequate training of our sales people in preparation for post-war selling.

"If ever the gas industry should unselfishly pool its resources to gain maximum benefits from the over-all effort, this is that time. We need the highest caliber, the best trained sales people that we can produce to enter the arena of post-war selling."

Dr. McMurry, Servel's consultant on selection and training of gas appliance salesmen, is well known as a specialist in applied psychology and as an authority of personnel administration and market research. He has had wide experience in dealing with the problems of field sales organizations and is the author of numerous books and articles dealing with techniques for selection of salesmen.

*See "Servel Program Aids Utilities in Training Post-War Sales Setup," SM, August 15, 1944.



Sales Executives Go to School

Aptitude tests for salesmen, training methods, compensation plans, supervising salesmen — these were some of the subjects covered during the two-week training course sponsored by the Bengel Sales Personnel Clinic recently at Nippersink Lodge, Genoa City, Wisc. Members of the group above represent seventeen manufacturers.

Top row, left to right: R. J. Malcomson, Public Service Co. of Northern Illinois; F. A. Riddell, Amity Leather Products Co.; W. O. Swett, American Tag Co.; R. W. Nelson, Herman Nelson Co.; A. B. Woodbury, Mo. Institute of Aeronautics; George Lynch, Public Service Co. of

Northern Ill.; M. A. Wilson, Northern Electric Co., Montreal; Donald Murie, Crain Printers Ltd., Ottawa; Eugene J. Bengel; R. A. Chrichton, Northern Electric Co.; Edward Reynolds, Central Soya Co.; J. H. Hatmaker, East Kentucky Beverage Co.; Davis Preston, Scott Paper Co.

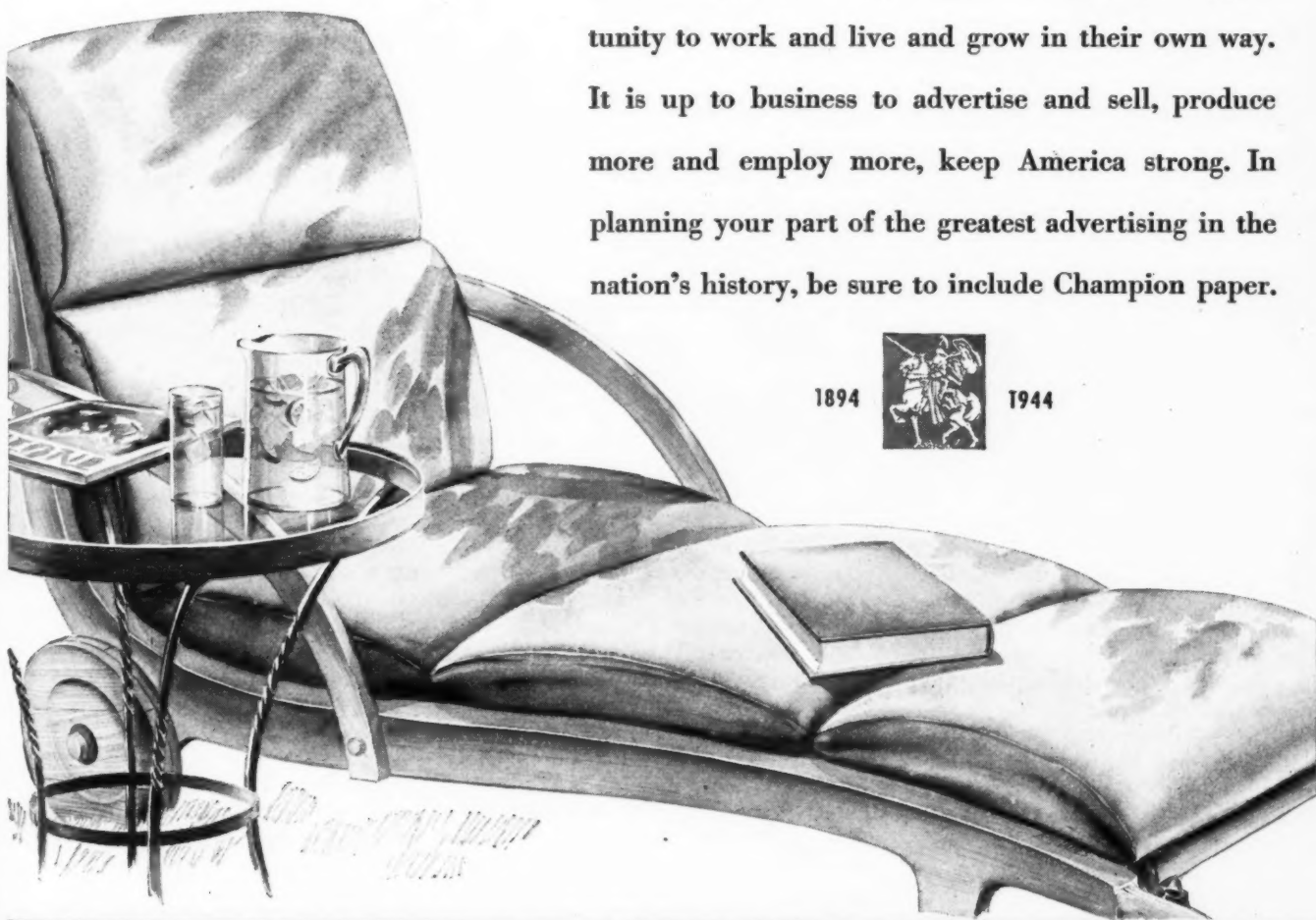
Bottom row: P. C. McPherson, Seiberling Tire & Rubber Co.; G. D. Burke, Atlas Powder Co.; R. F. Simmons, Ethicon Suture Lab.; Ernest Payne, Central Screw Co.; C. J. Mooney, Empire Crafts Corp.; H. L. Benn, Minnesota Mining & Mfg. Co.; C. S. Stock, Herman Nelson Co.; Charles Tennant, Western United Gas & Electric Co.



Booby Trap

FOR BUSINESS

This is no time for a letdown! Business must perform as miraculously in reconversion as in war. Never before such wartime accomplishment; never such opportunity for peacetime service. Fighters want no leaf raking when they return . . . only the opportunity to work and live and grow in their own way. It is up to business to advertise and sell, produce more and employ more, keep America strong. In planning your part of the greatest advertising in the nation's history, be sure to include Champion paper.



1894



1944


THE CHAMPION PAPER AND FIBRE CO., Hamilton, Ohio

MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

*Manufacturers of Advertisers' and Publishers' Coated and Uncoated Papers, Bristols, Bonds, Envelope Papers,
Tablet Writing and Papeteries . . . 2,000,000 Pounds a Day*

DISTRICT SALES OFFICES

NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND • BOSTON • ST. LOUIS • CINCINNATI • ATLANTA

**Carrier****Carrier**

THE EVOLUTION OF A LOGOTYPE: left to right—the original, the revise and the new. A distinctive blue was selected as best translating air-conditioning in terms of color—a blue which at the same time is universally available in printing ink and paint.

**Carrier**

BY

WALTER DORWIN

TEAGUE

Product Designer

Color: Device for Building A Business Personality

Some time in the not-so-far-distant future, you'll react to a certain shade of icy-blue by associating it with The Carrier Corp. For that color, now adopted as a background for a modernized logotype, will henceforth be carried through all of Carrier's promotion.

THOSE of us in a busy work-a-day world meet many people. Sometimes when I am hurrying across Fifth Avenue or along Michigan Avenue, I see a familiar face. He nods and I nod. Ten to one—unless he is more than a passing pleased-to-have-met-you type of acquaintance—I will be unable to recall his name. And the same probably goes for him and for others.

But one thing is usually true: I associate him with the business he is in—the client or product he represents. And his mental processes at the moment are probably working the same way with respect to me.

In the case of a person I know well, I can recognize him backwards, forwards or sideways, sometimes from a mere glimpse of the way he wears his hat or makes a gesture in conversation. These little characteristics are the expressions of his personality, distinguishing him from all other men.

A recognizable personality is just as important to a corporation as to an individual. It is more difficult to achieve in a corporation, because a corporation never appears whole and all of a piece but in scattered fragments of its property. But it can be done.

We industrial designers have become keenly aware of the importance of giving our clients a visual presentation to the public, one that has uniformity and individuality wherever it is encountered; so that the corporation will be recognized as an old friend whenever you catch a glimpse of it. To do this, advantage must be taken of every available point-of-contact between manufacturer and public, where the public is influenced by what it sees and feels.

Time was when the industrial designer was considered a specialist in only one field—that of product design. We were supposed to confine our attentions to the automobiles or vacuum cleaners or electric refrigerators our clients made, and if sometimes we extended our interest to the package in which a product reached the public we had shown a genuine breadth of mind.

These fields are still the foundation of our work, our means of directly earning dividends for our clients through increase of sales. But more and more it has come to be recognized that good-will is built and sales are influenced by numerous other physical factors besides appearance and functional performance of the product.

There are the showrooms or retail establishments where the product is sold, sometimes the cases in which it is displayed, the trucks in which it is delivered, the offices and reception rooms where the corporation meets the public face-to-face.

In peace-time there are trade shows and exhibits where the corporation tells its story; there are the plants where its work is done, if these are on main thoroughfares, and the signs, electric or otherwise, on these plants.

Seek Corporate Personality

In a thousand and one ways a corporation presents itself to the public and registers an impression good or bad. The industrial designer is called on to insure that the impressions are not only good, but that they add up to a definite and recognizable personality.

For instance, a large oil company calls on us to design a standardized service station for post-war construction throughout the country. Our scheme must not only include the building but all its service equipment for the care of cars and the sale of merchandise; the setting of the building, its illumination, the design of the pumps, and particularly the means of identification—signs, and how and where they are displayed; the packaging of the company's own products and their method of display; the tank trucks, and even the uniforms of the attendants.

A single theme, a definite color scheme are carried out through all these phases of design. As a result, you will quickly come to know exactly what kind of gas and oil you will be served as you approach one of these stations, whether in Kansas or New York, what kind of treatment you'll receive, what kind of clean and con-

What's the Rush?



It's the telephone rush. Every night thousands of service men and women dash to the nearest telephones to talk with families and friends at home. Most of the Long Distance calls from camps and naval stations are crowded into a few short hours.

Many circuits are likely to be crowded at that time and it helps a lot when you "give 7 to 10 to the service men."

BELL TELEPHONE SYSTEM





This is NEW YORK!

...where 7,454,995 people live, work, and mostly listen to WABC.

Its inhabitants outnumber the *combined* population of Arizona, Colorado, Delaware, District of Columbia, Idaho, Maine, Montana, Nevada, New Hampshire, New Mexico, North Dakota, Utah, Vermont and Wyoming.

"The biggest city in the world"—that's why New Yorkers give a *big* station, like WABC, the major share of their listening attention.

It consumes (B.R.*) 244,000,000 pounds of butter, 1,263,000,000 quarts of milk and cream, 202,000,000 dozen eggs, and 1,618,000,000 pounds of meat in a single year. It uses 49,688,000 gallons of water to put out fires; and its fire engines answer 7,664 false alarms in a year. It has a birth every 5, a wedding every 7, and a death every 8 minutes.

Big things happen fast in New York—that's why New Yorkers prefer an active, alive, alert radio station like WABC.

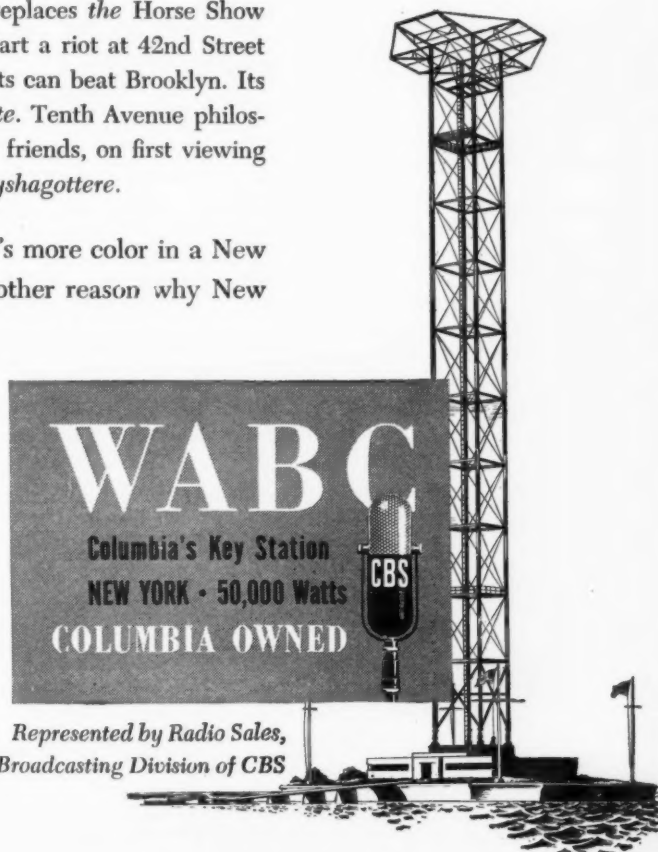
Within six hours, its Madison Square Garden replaces *the* Horse Show with a World's Championship bout. You can start a riot at 42nd Street by opining, in an overloud voice, that the Giants can beat Brooklyn. Its elevator operators bellow *Ollowayback-fayzagate*. Tenth Avenue philosophers are partial to *Thasawayigoze*. And your friends, on first viewing your apartment, are likely to comment *Nyesplayshtagottere*.

New York talks fast, loves long, hates hard. There's more color in a New York day than a Corot landscape. And that's another reason why New Yorkers vote for WABC—it gives them the most diversified spectrum of all-star entertainment anywhere on the air in America.

Or, to reduce what you've just read to its essentials: New York is America's #1 Market — and WABC its #1 station.

*Before rationing.

Represented by Radio Sales,
the SPOT Broadcasting Division of CBS



venient toilet facilities you will find. These stations will become comfortably habitual and the company will acquire for you a friendly familiarity.

If the big, nation-wide corporations have seen fit thus to "personalize" their business, what about middle-size companies?

Few of them can hope to compete in national advertising with the larger corporations. Their budgets for advertising must necessarily be scaled to their sales volumes. But they can successfully acquire an identifiable personality and utilize it as a forceful

advertising weapon which reflects itself in prestige and sales.

A recent case in point is that of The Carrier Corp., pioneer manufacturer of air-conditioning equipment. This client, long a leader in its field, looking towards a substantial post-war demand for its products, is developing its personality by doing two simple things as first steps.

First, it has adopted a distinctive color, and secondly it has restudied its logotype to modernize it.

The distinctive color is called "Carrier Blue" and will be featured in all

of Carrier's visual materials. Where color is indicated in its advertisements, dealer helps, point-of-sale contacts, consumer literature and even its stationery—Carrier Blue will predominate. The company's trucks, showrooms, etc., will be quickly identified as Carrier because they will emphasize Carrier Blue and the Carrier logotype wherever possible.

The selection of a color which would best typify the functions of the company's products was not a hit or miss proposition. How best could we translate air conditioning in terms of color? The shade selected must typify the company's business, be distinctive, and at the same time be universally available in printing ink and paint.

A Standard Color Is Chosen

Colors and variations and shadings of colors were tested, discarded, and this process of elimination went on until we found the color we believe will best do the job. We finally adopted International Printing Ink 71-57-13 for Carrier Blue. This is a clear, cold blue; a standard color readily available to any printer. It is not, perhaps, the particular shade of blue which would win the biggest preference rating in a consumer survey, but if it were it would not be so symbolically cold or as easily distinguished from other blues.

We felt that the time had come for Carrier to adopt a logotype which would not only have a degree of permanency, but one which would also express air conditioning and the sterling quality of Carrier products. It should have dignity, permanence, and especially personality. Through a long series of studies and conferences we arrived at the revision of the logotype which is illustrated with this article. It will be noted that a classic type of lettering was adopted. This lettering, because of its very simplicity and correctness, should stand the test of time. It also will be noted that the slanted letters and the line beneath have, if you bother to think about it, a movement suggesting the flow of air.

In its effort to personalize its business through visual means so that no one can mistake its mission, Carrier is not stopping with the adoption of Carrier Blue or the re-styling of its logotype. That's only the beginning. When the company can again offer its products to industry and to the consumer in the home, the name of Carrier will have acquired a "personality" which can never be divorced from the business of air conditioning.



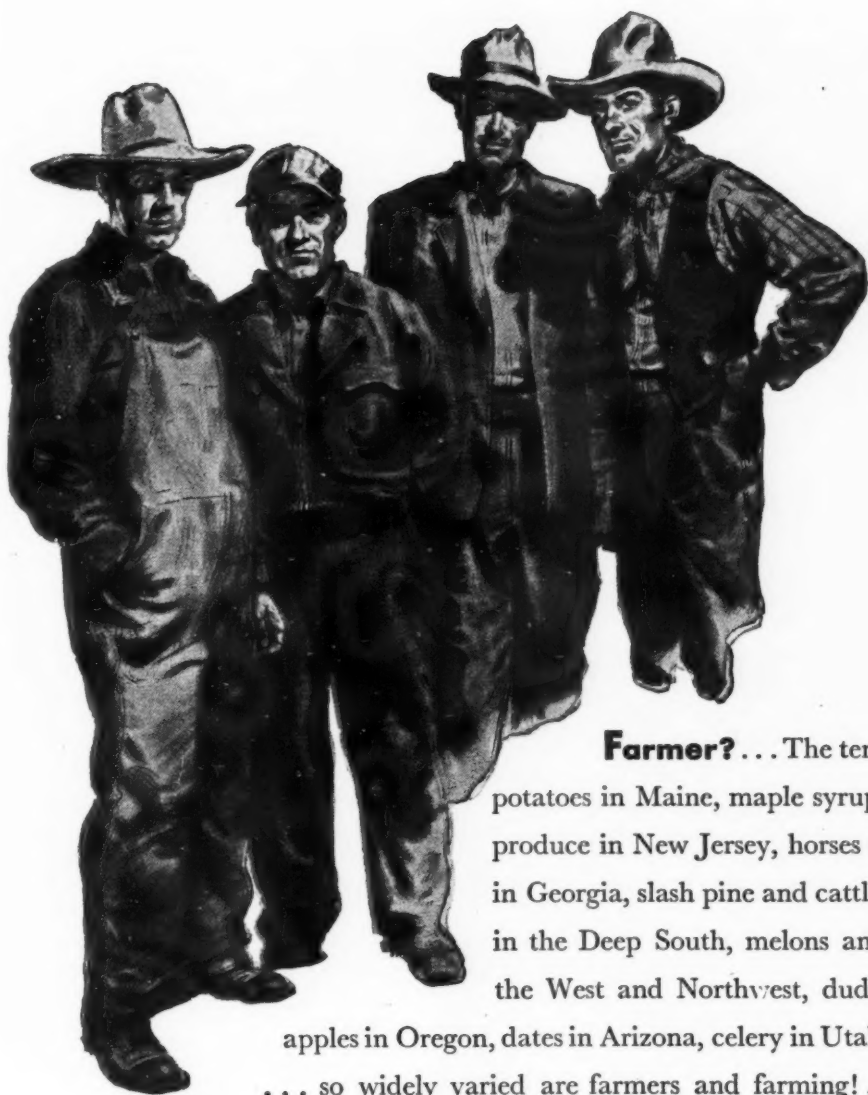
● When General "Mad Anthony" Wayne in 1794 moved his army on to a plot of land at the junction of the Maumee, St. Marys and St. Joe rivers—and chased the Indians therefrom—he acquired a valuable piece of real estate. He had two ideas, both good. One was to establish a townsite for serving the

great territory of the Northwest, the other was to set up a newspaper for the purpose of spreading civilization throughout the area. Both ideas worked out. Fort Wayne is today a great industrial city—and The News-Sentinel, established in 1833, has been servicing its territory for more than a century.

The News-Sentinel is delivered by carrier every week day to 97.8% of all homes in Fort Wayne—Indiana's second largest retail market.



REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT



Farmer? . . . The term is as loose as "labor" . . . takes in

potatoes in Maine, maple syrup in Vermont, apples in New York, produce in New Jersey, horses and tobacco in Kentucky, peaches in Georgia, slash pine and cattle in Florida, cotton and sugar cane in the Deep South, melons and range steers in Texas, wheat in the West and Northwest, dudes in Nevada, sheep in Montana,

apples in Oregon, dates in Arizona, celery in Utah, oranges and tourists in California

. . . so widely varied are farmers and farming! . . . **No one publication** can serve

specifically, satisfy or sell all, most or even a majority . . . **SUCCESSFUL FARMING** doesn't

try, sticks to the 13 Heart states, New York and Pennsylvania . . . concentrates its efforts

among 42% of the farmers in those states . . . works for and with the farmers with the best

land, largest investment, largest cash incomes of U. S. farmers . . . from diversified crops

of corn, cattle, hogs, poultry, eggs, milk, forage, soy beans, specialties and staples . . . and a

larger margin of income over expense than any high bracket urban audience—surplus for spending and saving that makes SF subscribers the best "class" market in the world today! . . .

This market is large enough to make **SUCCESSFUL FARMING** a

major medium for present and potential sales volume and profit

—well worth the immediate understanding and postwar use of

every ambitious national advertiser . . . Ask to see the startling

facts on today's first farm market, available at any SF office . . .



SUCCESSFUL FARMING, Des Moines, New York, Atlanta, Chicago, San Francisco, Los Angeles.

Coming Your Way

.....**plastic fur coats** are set to invade the fashion world and promise to put every woman's dream garment within the limits of the average purse. All made possible because Dr. Jose Calva of the Calva Fur Patent Corporation developed a revolutionary process of plasticizing common sheep pelts. And it means that many of the rich looking fur garments you'll see in the post-war period will be synthetic minks, persian lambs, sheared beavers

and silver fox. It's claimed, too, that these coats will be mothproof and longer wearing.

.....**uh-huh, and packaged rooms.** Nine manufacturing members of the Grand Rapids Furniture Makers Guild have a post-war plan for teaming up with leading decorators and offering homemakers (through dealers) completely furnished, decorated rooms.

.....**textolite foam**, a new type of insulation material, has been devel-

oped by the Plastics Laboratory of General Electric Company and is reported to be lighter than rock wool or cork board. Made by activating a liquid resin so that it foams to a light cellular ball many times its original volume. Its ability to be formed in place marks it unique among thermal insulators.

.....**a push-button window lifter** for motor cars is in the Detroit Harvester Company's pack o' post-war product considerations.

.....**the midget furnace**, as announced by the Anthracite Industries, Inc., will take up only the small space of two by two by three feet and heat a house within 15 minutes. The anthracite burns at a faster rate but much less coal is ignited at one time. Result: greater heat output per pound of coal.

.....**rail-helicopter service** is on the program of The Burlington Transportation Co., subsidiary of the Chicago, Burlington & Quincy Railroad. Application has been made to the Civil Aeronautics Board for authority to operate helicopter service over approximately 2,750 route miles roughly paralleling Burlington's rail and bus routes in Illinois, Iowa, Missouri, Nebraska, Colorado, and South Dakota. The project will afford many outlying small cities and towns greater transportation facilities.

.....**the soap bank**, new household device being introduced by Trindl Products, Ltd., is designed to hold and utilize the remnants or slivers of soap which usually are just discarded. It's made of Du Pont cellulose sponge and has an inside cloth pocket for holding the scraps of soap. Fits conveniently into the hand and may be used for washing dishes, upholstery or for giving Rover a bath.



The Soap Bank utilizes soap scraps.

SALES MANAGEMENT



—Tenn. Conservation Dept. Photo

NASHVILLE . . . retail and wholesale market upon which over a million people depend for their supplies. Retail establishments totalling well over 3,000, wholesale establishments over 400, and service establishments over 1,100. Retail sales in the Nashville market (1943) estimated by *Sales Management* at \$216,960,000, effective buying income at \$522,603,000. Six banks with resources of over \$300,000,000, total debits of \$2,000,000,000 and clearings of \$1,800,000,000 annually. Here's a market, rich and flourishing, covered completely by its two great newspapers.

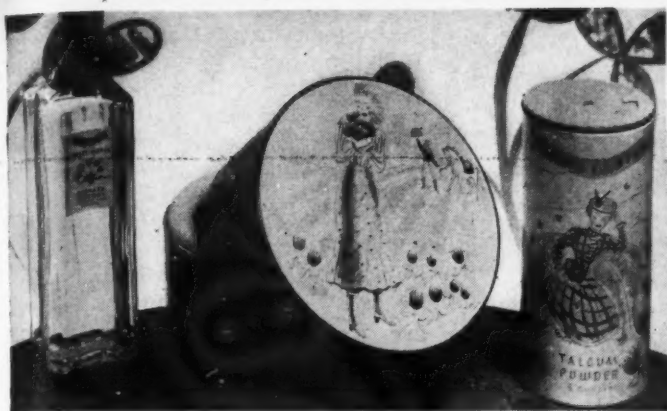
NASHVILLE CITY ZONE POPULATION 257,726

NASHVILLE MARKET POPULATION 920,843

Nashville Banner
EVENING

The Nashville Tennessean
MORNING SUNDAY

Represented by The Branham Company



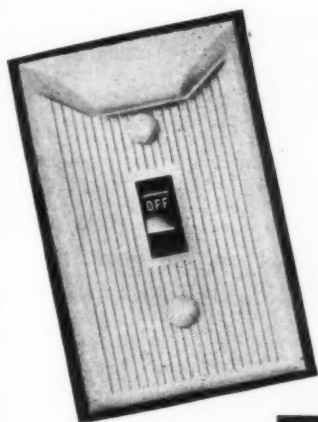
Designing to Sell

(Captions read clockwise)

MEADOW-SWEET TOILETRIES: The new packages in the redesigned Yanky Clover line produced by Richard Hudnut, New York City, carry the flavor of homey American scenes of the 1900 era. Color combination is fuschia and yellow. The products' clover scent is charmingly fresh and delicate.

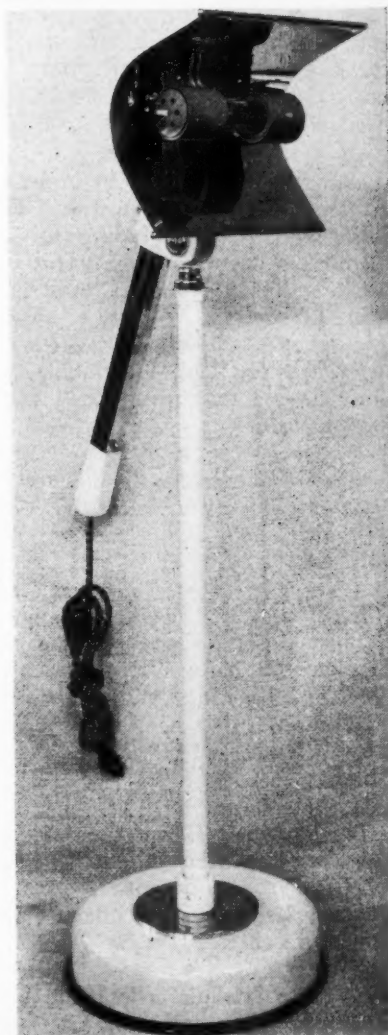
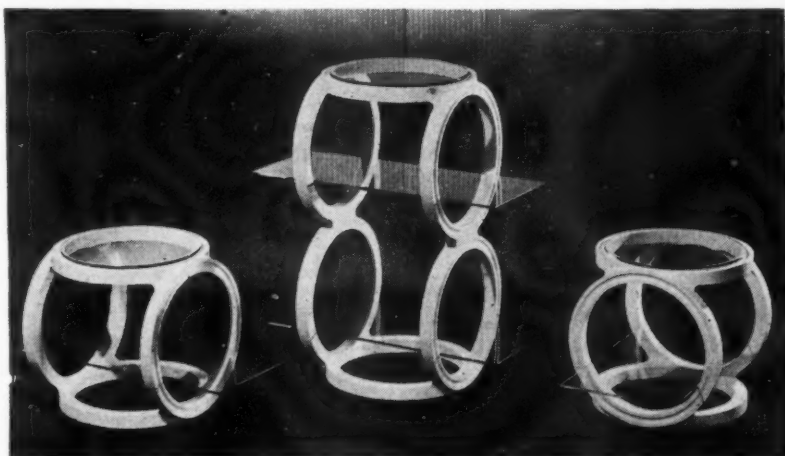
INVITING NEW COOKIE PACKAGE: The new carton adopted by Loose Wiles Biscuit Co., Long Island City, N. Y., for their popular Sunshine Fancy Assortment is in four-color process—yellow, red, light blue and dark blue. Designed and manufactured by Robert Gair Co., Inc., New York City.

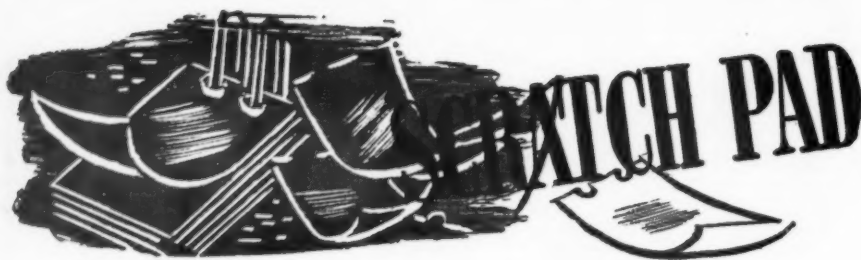
COMBINES ULTRA-VIOLET AND INFRA-RED: Model H1-41 Irradiation Lamp, manufactured by Sperti, Inc., Cincinnati, operates on either AC or DC current. Safety is increased by its unique wave length control which filters out short destructive wave lengths, and controls Ultra-violet radiations.



FOR LESS THAN TWO CENTS A YEAR: You can operate this electrically lighted wall switch plate. Known as LummiNite Wall Switch Plate, it has a tiny light which comes on when lights are out, and remains off when lights are on. Manufactured by Associated Products Co., Columbus, Ohio.

VERSATILE DISPLAYERS: These single and double ring units may be used in many combinations. They are made of Dartex composition and finished in white. The round plate glass shown is 12" in diameter; the glass shelves are each 10" x 24". Product by L. A. Darling Co., Bronson, Mich.





At long last, I found an Administration directive that made sense . . . ODT's admonition to spend your vacation at home this year. I packed for two weeks at the seashore, but checked-out for home after one full day on that battle-front. I would have needed another two weeks to recover.

After being pounded by American artillery on the Norman front, Germans came out of hiding to give themselves up, muttering: "This isn't warfare; this is criminal." And howitzer!

"When you look for trouble, you don't need a search-warrant."—*Banking Magazine*.

Jim Gallagher offers a line for the "bond-busters" who back the attack by taking them back: "Redeem . . . and weep!"

KYW's LeRoy Miller announced on his Musical Clock program that Frankie Carle would next play: "Don't Bail Out Now, Grandma; You're Too High Already As It Is." Unpredictable ad-libber, that guy Miller.

Philadelphia's Gateway Restaurant, like the man who ordered a demitasse and a cup of coffee, takes no chances. Its menu-card offers: "Fro-mage with cheese."

Aside to Sylvania cellophane: Why don't you telescope it to a name you can own: "Syllophane"?

Unguentine comes up with a word that needs no blue-printing: "Skin-juries."

The First Lady will probably campaign for her distinguished husband on the theory that he'd be so nice to come home to.

Speaking of the Roosevelts and theme-songs, when the Supreme Court justices were getting in F. D. R.'s hair a few reigns ago, he referred to them as "the nine old men." Now that Gov. Dewey is a threat to the

dynasty, the racket-buster is called "inexperienced and immature." Tin Pan Alley said it: "They're Either Too Young or Too Old."

It has a familiar ring, but Fred Hodley, of Du Pont's San Francisco sales-department sends it along for your edification. Another definition or two: "An engineer is said to be a man who knows a great deal about very little, and who goes along knowing more and more about less and less, until finally he knows practically everything about nothing; whereas—

"A salesman, on the other hand, is a man who knows very little about a great deal, and keeps on knowing less and less about more and more, until he knows practically nothing about everything; whereas—

"A purchasing-agent starts out knowing practically everything about everything, but ends up knowing nothing about nothing, due to his association with engineers and salesmen."

Deac Martin, of Unique Services, tells me about two friends discussing another friend, a jobber: "George was doing fine till he applied for two lines he already had."

Writes Sumner Howard, of AC Spark-Plug: "Regarding Beulah, the maid, you better include cigars with the room & bath for 'her.' Ask Fibber!" And Howard!

Paul Niles, traffic executive of Braniff Airways, Love Field, Dallas, clips and mails a piece from the *Dallas News*, with this headline: "Dry Leader Challenges Right of Coffee to Head Bar Group." Paul wonders if coffee is about to have a prohibition-amendment of its own; but a reading of the story clears everything up. The "Coffee" in the headline is Roy Coffee, not a beverage, and the "Bar Group" is a bunch of lawyers, and not the gang draped over the mahogany with one foot on the brass rail.

Speaking of Texas, Jeanne Searle, publicity-director of Station WOAI,

San Antonio, thinks that other war of 1861-1865 is still getting top billing below Mason & Dixon's line. She quotes an item from the Chamber of Commerce publication, *The San Antonian*:

"The San Antonio Civic Opera Company is offering 'My Maryland,' the Sigmund Romberg operetta, based upon the complications ensuing when Barbara Fritchie, Southern belle, loses her heart to a Yankee captain in Baltimore during the late unpleasantness between the states." The italics are Jeanne's and, for the record, the locale was Frederick, Maryland, not Baltimore, if I remember correctly.

A letter from Geneva, N. Y., signed merely "A Geneva Musician," reads:

"Occasionally, I am able to see a copy of *SALES MANAGEMENT* magazine, and I immediately turn to your column, *Scratch-Pad*, as I find it very interesting and amusing.

"In the last issue, however, you made a bad mistake and it's a good thing that all the musicians in the country do not read this magazine or they would probably all be jumping down your throat.

"One of the biggest gripes the musicians have had since the advent of sound-pictures is the way the movie-stars get all the credit for their musical talent or their vocals when we know that they did not make the sound-track.

"Susan Peters did not actually play the Piano Concerto in the picture, 'Song of Russia,' as you believed. This was recorded by professional musicians. Then she sat at a dummy piano and synchronized her motions to the sound-track while being photographed. This is a definitely known fact among musicians. Her acting was very good and the deception was handled very well on her part, but she did not actually play the music.

"Some one of these days, maybe the picture-industry will be fair enough to give the musicians and the vocalists credit publicly, so that they can share some of the glory along with the so-called stars."

Okay, Pal, I see your point. If you will re-read the paragraph on Susan Peters, you will see that I said: "I *think* she was really playing and not faking, for I watched her fingers closely." As they say in the Bronx, I didn't say *positively*.

A. G. Winkler, president of *fueloil & oil heat*, sends a cute line by the Wisconsin Oil-Heat Association: "Enjoy Oil-Heat . . . It Treats Your Wife Like a Lady!"

Paul Robinson, advertising director of Sharp & Dohme, forwards a surprise-line by the very literary Christopher Morley. Kit tells about The Old Mandarin who lost his job in a drug-store, "because he thought Sharp & Dohme were two different shapes of bra."

T. HARRY THOMPSON

SALES MANAGEMENT



It takes tons of **PAPER** to make life-saving Drugs

As our fighting men go into battle, they carry sulfanilimide powder contained in sterilized envelopes—*paper* envelopes.

Indeed, *paper* guards life-preserving drugs all the way back to the basic ingredients. *Paper* identity cards label each material in a drug plant. *Paper* work orders, like prescriptions, give instructions for compounding the drugs. And *paper* control slips insure absolute accuracy in manufacture.

In the drug industry, where precision and sanitation are paramount, *paper* is an essentiality. So much so that the industry requires more than 40,000,000 pounds in a single year.

KIMBERLY CLARK

CORPORATION

NEENAH, WISCONSIN

Levelcoat* PRINTING PAPERS

While conserving America's critical resources in every way possible, Kimberly-Clark is producing the finest quality Levelcoat Printing Papers that can be made under wartime limitations.

*TRADE MARK



SAVE WASTE PAPER—Paper is one of the nation's most critical materials. Help alleviate the paper shortage by making full use of each piece and by having all your waste paper collected regularly.



IDA BAILEY ALLEN

AND

**The World
Homemakers**

**Participating
Sponsorship**



CHICAGO

WGN

50,000 WATTS

MON thru FRI

2:30—3 P.M.

WRITE FOR FACTS

Write or telephone WGN... In NEW YORK,
220 E. 42 St., Tel. MU 2-3033... In CHICAGO,
441 North Michigan Ave., Tel. Superior 0100

Readers' Service Can Furnish These Reprints

Send orders with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

Salesmen's Application Blank (see sample in SM, August 15, 1944). Reprints up to 100 copies, 10c each; 100 and over, 8c each.

"First Steps Toward Cutting Guesswork Out of Hiring Salesmen," by Eugene J. Bengé, Bengé Associates, Management Engineers, Chicago. February 1, 1944. (3 cents each)

"Key Man, Post-War," by A. A. Patton, McKinsey & Co., Management Consultants, New York City. February 1, 1944. (3 cents each)

"How Much 'Deferred Demand' Will Turn Out to Be a Pipedream?" by Fowler Manning, Fowler Manning & Co., Management Consultants, New York City. January 15, 1944. (3 cents each)

"Wanted: a Realistic Post-War Program for Firms Selling to Industry," by W. B. Spooner, Spooner & Kriegel, Industrial Counsel, New York City. December 15, 1943, and January 1, 1944. (3 cents each)

"Let Consumers Turn the Fish-Eye on Your Post-War Product!" by William W.

Heusner, director of market research, Pabst Sales Co., Chicago. December 1, 1943. (3 cents each)

"The Shape of Things to Come," by Lurelle Guild, industrial designer, New York City. November 20, 1943. (3 cents each)

"Are Department Stores the Right Channel for Your Post-War Product?" by James C. Cumming, John A. Cairns & Co., New York City. November 20, 1943. (3 cents each)

"Product Strategy for Post-War: the Sales Executive's Assignment," by Fowler Manning, Fowler Manning & Co., Management Consultants, New York City. September 15, 1943. (3 cents each)

"So You Need a New Payment Plan for Your Post-War Sales Force?" by Burton Bigelow, Burton Bigelow Organization, New York City. September 1 and September 15, 1943. (5 cents each)

"What Kind of Salesmen Will I Need on My Post-War Sales Force?" by Burton Bigelow, Burton Bigelow Organization, New York City. August 15, 1943. (5 cents each)

"12 Errors to Avoid in Planning Your Post-War Sales Training Program," by William Rados, secretary-treasurer, National Society of Sales Training Executives. June 15, 1943. (3 cents each)

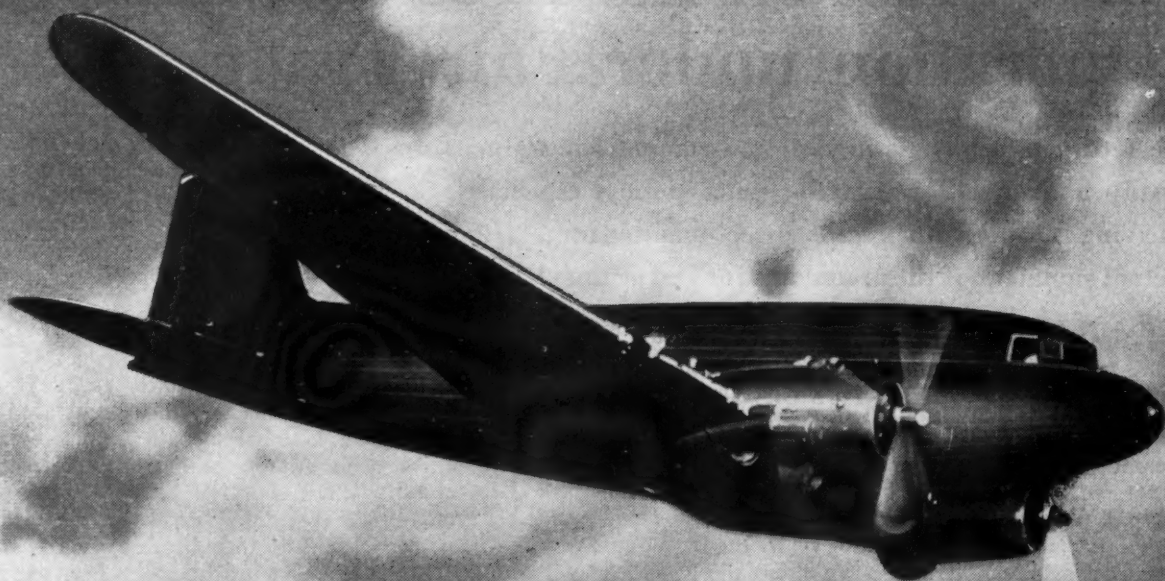


THE DES MOINES AUDIENCE FOR 'I LOVE A MYSTERY' IS ENLARGED

When Jack Packard and his cohorts go into action for Procter & Gamble, they earn a Des Moines rating nearly three times their national Hooper. In fact, 48 CBS commercial evening shows on KRNT average 27.4% higher in Des Moines than nationally (ratings for winter-spring '44). No wonder more than 150 national and regional advertisers use KRNT in Iowa's No. 1 market, Des Moines. KRNT, DES MOINES • CBS • A COWLES STATION

173.2%
ABOVE NATIONAL
HOOPERATING

Affiliated with
Des Moines Register-Tribune
Represented by Katz



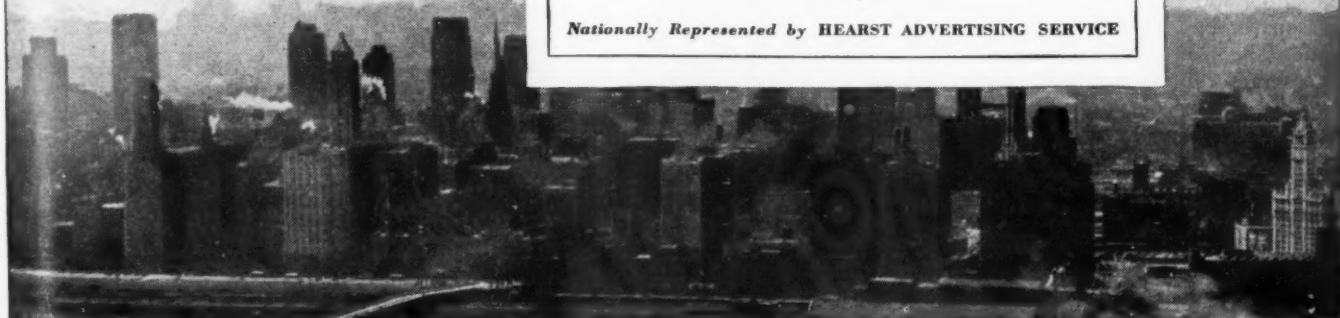
Air Travel in the Postwar Picture

A hangar in every back yard *may* be in the postwar picture...vastly expanded commercial air travel and transport is *sure* to be. Equally sure is the continuance of Chicago as one of aviation's greatest markets, and of the Chicago Herald-American as a major influence in that market. The Herald-American is Chicago's most widely read evening newspaper.

Chicago
HERALD-AMERICAN

EVENING and SUNDAY

Nationally Represented by HEARST ADVERTISING SERVICE



A Check-List on the Pros and Cons Of Operation under Fair Trade

When we return to a buyer's market and competition tightens up again, many a firm will re-examine sales policy, especially the phases having to do with resale price maintenance. Here's a quick factual summary of the arguments for and against Fair Trade.

BY JAMES C. CUMMING

John A. Cairns & Co.
New York City

IN a recent article in SALES MANAGEMENT we mentioned the important part played by Fair Trade legislation in increasing the importance of national brands in department stores by forcing them to make a profit on those brands. Beyond the fact that Fair Trading will keep your retailers from reducing their own profits on your product through price cutting, what do you know about it? Do you know when it's best to Fair Trade and when it's best not to? Do you know the advantages and the limitations of Fair Trading?

It is not intended that this discussion should be regarded as a legal treatise on the subject of establishing prices under the Fair Trade Acts of the various states. The Fair Trade Act of each state differs somewhat in its provisions from the Fair Trade Act of every other state. Your own legal adviser can supply you with details which we will not cover here.

Generally Unnecessary Now

What we are especially concerned with may be called the merchandising aspects of Fair Trading. The facts presented here should be regarded as merely sufficient to enable you to reach an intelligent judgment as to whether or not to Fair Trade your product when you resume full and unrestricted distribution.

We must admit that, with the possible exception of a few products, such as drugs and cosmetics, there is little reason for Fair Trading at the present time. The manufacturer to whom retailers are coming on their knees to beg for a share of his production is in a position to control his re-sale prices at his own discretion, so long as he maintains ceilings set by OPA.

But what's going to happen when the war ends and competition becomes keen again? Is yours the type of product retailers are prone to foot-

ball it, or are you going to take steps to maintain a fair re-sale price by Fair Trading or other means?

At the outset let us make this point clear and definite. We think it is axiomatic that it is to the advantage of the manufacturer for the retailer to make money on his product. *The retailer's profit is the manufacturer's concern.*

Some manufacturers may dispute this. Their attitude is that the retailer's profit is the retailer's concern. If

the product is sold with little or no profit to the retailer, well and good. The lower price will result in a broader market, and the manufacturer will profit if the retailer doesn't.

The reason this reasoning is fallacious is that the retailer will not push your product unless he can make money on it. Department stores have many items which are kept under counters and which are played down by the salespeople, simply because it is unprofitable for the stores to sell them.

Let those items become profitable to the stores because of a change in the manufacturer's policy, and you'll see them come out on the tops of the counters. You'll see them in store windows, advertising and circulars, and you'll hear salespeople recommending them to customers. And if you think this won't increase the volume of those items materially, watch what happens in any store when the



"I'm president of the firm, Miss Lyman, but please don't call me Commander-in-Chief!"



Who's a Hussy?

TUT, TUT, MABEL! Don't you get your dander up.

Being an actress in the gay nineties wasn't *supposed* to be a dignified occupation for so-called dignified young ladies.

Folks looked askance at *anything* unusual, then. They even said men who had "female secretaries" were "just scandalous"!

During this period "Comics" were published in color for the first time. It didn't take long for folks to get used to them. Buster Brown, The Katzenjammer Kids and Little Jimmie outdid in popularity the leading movie stars of today.

Today "The Comics" are acknowledged as a basic educational force. Their "picture story" technique is used in training aviators in the Army Air Force, to teach grammar to school children and The Bible in classes across the country.

And the comics are *read* by over 80% of all adults!

Folks know now, what tremendous sales power there is in merely publishing

an advertisement "next to" a picture story starring such popular and beloved American characters as "Tillie the Toiler", "Jiggs and Maggie" and "The Katzenjammer Kids" to mention but a few of the appealing personalities found in Puck-The Comic Weekly.

This publication is distributed to more than 6,000,000 families through 15 great Sunday newspapers from coast to coast.

It's read by over 20,000,000 people—men, women and children.

It blankets the great industrial areas and most prosperous markets of America, giving your advertising a "readership-per-dollar" that is little short of amazing! And how could it deliver less when Puck permits no more than one advertisement per page?

Today, smart business executives with an eye to increasing sales, are calling or writing Puck-The Comic Weekly, 959 Eighth Avenue, New York 19, N.Y., or Hearst Building, Chicago 6, Ill., for more information.

The Advertisers

Following are the names of the manufacturers whose advertising has appeared in Puck during the last year. The majority have run consistent schedules—year after year

Bauer & Black Ltd.
 Bendix Aviation Corporation
 Walter J. Black, Inc.
 Bristol-Myers Company
 Chesebrough Mfg. Co. Consolidated
 Chrysler Corporation
 The Coca-Cola Company
 Colgate-Palmolive-Peet Company
 Corning Glass Works
 The Cudahy Packing Co.
 Devoe & Reynolds Co., Inc.
 Doubleday, Doran & Co., Inc.
 Doughnut Corp. of America
 Eversharp, Inc.
 Frank H. Fleer Corp.
 F. W. Fitch Company
 General Electric Co.
 General Mills, Inc.
 A. C. Gilbert Co.
 Gillette Safety Razor Co.
 The Grove Laboratories, Inc.
 Geo. A. Hormel & Company
 International Cellulose Products Co.
 The Andrew Jergens Company
 "The 'Junket' Folks"
 (Chr. Hansen's Laboratory, Inc.)
 Lambert Pharmacal Company
 Lamont, Corliss & Company
 Thomas Leeming & Co., Inc.
 Lever Brothers Company
 The Lionel Corporation
 Maybelline Company
 The Mennen Company
 Pepsi-Cola Company
 The Pepsodent Co.
 Pillsbury Flour Mills Co.
 Procter & Gamble Co.
 The Quaker Oats Co.
 Ralston Purina Co.
 R. J. Reynolds Tobacco Co.
 W. A. Sheaffer Pen Co.
 Standard Brands, Inc.
 Swift & Company
 Twentieth Century Fox Film Corp.
 Unicorn Press
 U. S. Army Recruiting Service
 Van Camp's, Inc.
 Wilson Chemical Co., Inc.
 William H. Wise & Co., Inc.



WHAT DOES THIS SYMBOL MEAN to our Readers and Advertisers?

What it is

The Associated Business Papers is a national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.

How the Reader Benefits

Through the constant exchange of editorial and publishing ideas with fellow ABP members, each individual editor and publisher is able to give his readers the benefit of the best experience in publishing.

One interesting result of this cooperative affiliation has been a program, sponsored by ABP publishers, wherein they work with advertisers to help them make their messages more informative and useful to business magazine readers. *American Builder*, as an active participant, has interviewed many of its readers to find out from Builders and Dealers themselves what some of their *problems* are that indicate *opportunities* for manufacturers who know something that will help.

How the Advertiser Benefits

The more helpful a business publication is to its readers—the more avid and constant its readership; hence, the more assurance the advertiser has that his message, *if as helpful and informative as the editorial pages*, will be read, understood and acted upon. Advertising can be *more* interesting and useful to readers because it can talk more specifically of *user benefits* than is generally possible in editorial material.

A number of our advertisers have expressed great interest in applying specifically to the building field some of the "Tell All"* principles brought out in ABP's crusade to help advertisers get more worthwhile results from business paper advertising.

To dig up material that might reveal angles of interest to advertisers, we employed a Field Reporter to call on Builders and Dealers. He is specially trained by ABP in the art of "drawing out" readers. His field reports are being passed along to manufacturers with the thought that this first-hand, up-to-the-minute picture of reader problems and viewpoints might reveal opportunities for them to step up the interest and usefulness of their advertising. We believe that the manufacturers of building materials and equipment who do this will get a greater value for their money. Furthermore, it will make *American Builder* more interesting and valuable to the readers.

And what does *American Builder* get out of it?

These benefits of ABP membership help us build a better business publication for our special group of "fan" readers, hence a better vehicle for the messages of manufacturers who have something of interest to say to those same readers. It's a matter of record that *fruitful* advertising usually means *more* advertising. And that means more income with which to improve our publishing business.

**Definition of "Tell All" Advertising:* Each and every advertisement should be given a specific and sufficient objective and should tell all that the business minded business paper reader must know before the advertisement can attain that objective.



Chicago 3, Illinois: 105 West Adams St. • New York 7, N. Y.: 30 Church St.
Cleveland 13, Ohio: Terminal Tower • Ann Arbor, Mich.: 1080 Stein Road
Washington 4, D.C.: 832 National Press Building • Seattle 1, Wash.: 1038 Henry Building
San Francisco 4, Calif.: 300 Montgomery St. • Los Angeles 14, Calif.: 530 West 6th St.
Dallas, Texas: P.O. Box 1808

spotlight of promotion is turned on a single item!

How can you make sure that the retailer will make money on your product? There are two ways:

1. You can sell your product on an exclusive basis, limiting your distribution to one store in a city. This automatically eliminates footbaling, because it eliminates the competitive situation that causes it. It also gives the store that has your line a double reason—profit and exclusiveness—for promoting it actively.

There are very decided drawbacks to this method of distribution. It tends to limit your volume, because it is a question whether you can sell as much through one store in a city as you can if you sell through all. It is not always a sure method of price control, particularly if you also sell to wholesalers whose selling may be difficult for you to check. It leaves you at the mercy of buyer changes—and department store personnel turnover being what it is even in normal times, that means that at a moment's notice you may find yourself without an outlet in an important trading area.

In spite of these objections there are many manufacturers who are very successful with this method of assuring the retailer a profit.

2. You can Fair Trade. This puts a floor under the retail price of your product, beneath which no store can go. You control the mark-up the store can get on your brand, and if one store tries to take unfair advantage of another by cutting a price, you have the law behind you to help you to regain control of the situation immediately.

There Are Disadvantages

But Fair Trading is not without its disadvantages, too.

The first disadvantage is that you must be prepared to take back for full credit, goods that don't sell. In most state Fair Trade laws there is a provision that the requirements of the Fair Trade agreement do not apply to sales for the *bona fide* purpose of closing out goods, provided the manufacturer is given notice and the opportunity to re-purchase at the original invoice price.

The second disadvantage is that you have to police your Fair Traded prices. This is chiefly a matter of everlasting watchfulness and prompt letters to offenders.

The third disadvantage is lack of flexibility. Should the price of products competitive with yours take a sudden drop in the Chicago market,

SALES MANAGEMENT



"Hey, Bill Mennen! You and I could make music together!"

You know . . .

That pleasant rustle of folding money. And the jingle-jangle of coin. In *your* pocket.

How do we do it? Well, you're President of The Mennen Company and I'm the typical Cosmopolitan reader.

You sell stuff and I buy stuff. See?

Now let's get down to cases

Take me again. I'm young (the *majority* of Cosmopolitan readers is under 35!). So far, I've got one offspring—an infant. He uses up lots of baby oil and powder and things.

Do I interest you, Mr. Mennen?

Also—I've got a husband. Tidy guy. Swell job. Great future. Shaves every darn day of the week. Sometimes twice. What's more, he makes more-than-the-average salary . . . so we don't have to stint.

What's *still* more . . . we're young enough to TRY different brands. With enough years ahead to *stay* with what seems like a good buy to us.

Hear any music, Mr. M?

How *about* nice young people like us? The kind who are attracted to Cosmopolitan because of the young,

wide-awake stories in it. Written by such swell writers.

It's a Melody in \$

Because we're just about the best prospects you'll find anywhere. For Mennen's Baby AND Grown-up products.

Cosmopolitan Readers are YOUNG!



Cosmopolitan is where you'll find that whopping high percentage of us under-35's.

Cosmopolitan Readers have MONEY TO SPEND!



Always have had—they have now—and you can expect them to have it in the future!

Cosmopolitan

GREAT WRITING MAKES GREAT READING!

SEPTEMBER 15, 1944

[53]

LOOKING TO AKRON'S FUTURE

Conversion or transition from war to peace-time industry will be much easier in Akron than most cities. This is the opinion of Akron's energetic Mayor Charles E. Slusser, who also acts as counsel to the Akron Citizens Post War Planning Committee.

Mayor Slusser further points out that Akron has a huge tire replacement market awaiting its products immediately after the war ends. Then a new tire market will follow the building of new cars. Akron's rubber industry also has its new synthetics and plastics which should develop into a bright spot in this city during the post-war years.

AKRON IS PLANNING ITS FUTURE

Be sure your future advertising plans are geared to produce your rightful share of returns from this free-spending market.



Represented by:

STORY, BROOKS & FINLEY

New York Philadelphia Chicago
Cleveland Los Angeles Atlanta

for example, it may take a while for you to get your prices down to meet them. This is a disadvantage which would be of concern to relatively few manufacturers, however.

The fourth disadvantage is that Fair Trading may put you out on a limb competitively. If price cutting by retailers is widely prevalent in your industry, your Fair Traded prices may be so far out of line with your non-Fair Traded competitors that your competitors will walk away with your business. This was the experience a few years ago of Denton Sleeping Garment Mills, Inc., and this concern was forced to suspend its Fair Trading. Remedy: work through your trade associations to Fair Trade on an industry-wide basis.

What Is Fair Trading?

The Miller-Tydings Act, passed by Congress in 1937, added the following proviso to the Sherman Anti-Trust Act: "Provided, that nothing herein contained shall render illegal, contracts or agreements prescribing minimum prices for the resale of a commodity which bears, or the label or container of which bears, the trademark, brand, or name of the producer or distributor of such commodity and which is in free and open competition with commodities of the same general class produced or distributed by others, when contracts or agreements of that description are lawful as applied to intrastate transactions, under any statute, law, or public policy now or hereafter in effect in any State,

Territory, or the District of Columbia in which such resale is to be made, or to which the commodity is to be transported for such resale."

Since that time Fair Trade Acts have been passed, in accordance with the provisions of the Miller-Tydings Act, by all states except Missouri, Texas, Vermont, and the District of Columbia. In New York the Feld-Crawford Act permits price fixing by manufacturers. In New Jersey, it's the Fair Trade Practice Act of 1937.

In short, Fair Trading is the national and state legislation which permits you to enforce pricing agreements with the retailers who sell your branded products.

Fair Trading your product is a very simple matter. You simply enter into a contract with one store in each state having a Fair Trade law. That contract need be no more than an exchange of letters. Yours should be along these lines:

Gentlemen:

Effective September 1, 1944, our product (specify the brand name, style numbers, etc.) is to be retailed at \$0.00.

We are writing this letter under the conditions set forth in the Feld-Crawford Act (name here the specific Fair Trade law for the state in which the store is located.)

Will you kindly confirm this letter to the effect that you understand the conditions described in the Act and that you will comply with them.

Once these letters have been exchanged, notify all your other accounts, by card or by letter, that your product will now be sold at a fixed minimum price under the Fair Trade

The SANTA MONICA

6TH MARKET IN

SOUTHERN CALIFORNIA

CIRCULATION
NOW 14,000

EXCLUSIVE READERS

A cross-section survey made in March 1944 revealed that among Outlook subscribers **65.2% TAKE NO OTHER PAPER!**

A Separate Market 16 Miles West of Los Angeles

Represented Nationally by West Holliday Co.

EVENING & OUTLOOK



Los Angeles — NEW WORLD GATEWAY

To what can Los Angeles, third greatest market of the nation, look forward when the war ends?

Will it retain its world leadership in aircraft building, its prewar position as second in automobile assembling and tire manufacturing, its production rank as third in furniture and fourth in women's apparel? Will these and other industries remain static, decline or climb higher in the national and world scale?

And what about jobs for the more than 400,000 wage earners now working in its 7500 diversified manufacturing plants?

This book, "Postwar Pattern for Los Angeles," discusses these matters frankly. It presents data vital to your present and future sales and advertising plans. It unfolds a factual pattern which indicates that Los Angeles, great as it now is, is just crossing the threshold of an amazing era as the new world gateway.

A request on your letterhead will bring a copy of this book without cost or obligation. Wartime restrictions have made only a limited edition possible. Address the Business Research Division, Evening Herald-Express, Los Angeles 15, California.

LARGEST CIRCULATION OF ANY
DAILY NEWSPAPER IN THE WEST

LOS ANGELES EVENING

Herald-Express

REPRESENTED NATIONALLY BY
PAUL BLOCK AND ASSOCIATES

SEPTEMBER 15, 1944

[55]

Practice Act. That's all there is to it.

The courts have held that "to invoke the Fair Trade Act it is unnecessary that agreements providing for the maintenance of fixed resale prices be made with all or substantially all of the dealers in a commodity. It is enough if there are agreements indicating an intention to resort to the provisions of the act."

It is not essential that the manufacturer sell directly to the retailer in order to set up Fair Trade agreements. You can do it even if you sell through wholesalers—and in many states you can also control the price at which

the wholesaler sells to the retailer.

The enforcement of your Fair Trade agreements is your responsibility. Generally speaking it will require no more than an exchange of correspondence, although you must be prepared to take a case to court should the necessity arise.

Information on violations comes to you from two sources. It is seldom that a retailer will cut a price without advertising the product at the cut price. Therefore your advertising clipping service will prove a fruitful source of information on any violation that may occur.



"HOW AM I DOIN' in the Cincinnati Market?"

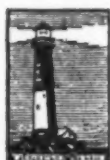
To help food manufacturers and their agencies learn the answers on principal brands in 16 major classifications, The Cincinnati Post maintains a continuous inventory covering sales in chain and independent food stores in the Greater Cincinnati area.

Each month, since April, 1941, the sales of 187 products in a scientific sample of Greater Cincinnati food stores have been tabulated and have been made available to manufacturers, agencies, distributors and others interested in the movement of the following types of merchandise:

Baby foods . . . Bleaches . . . Cereals, cold . . . Cereals, hot . . . Cleaning Aids . . . Coffee . . . Dog Foods . . . Flour, all purpose . . . Flour, prepared . . . Oleomargarine . . . Packaged Desserts . . . Shortening . . . Soap, laundry bar . . . Soap, packaged . . . Soap, toilet bar . . . Soup.

This continuous Grocery Inventory is typical of the research and merchandising services The Post has developed to help advertisers sell more merchandise in this highly responsive market. And remember—you can't cover Cincinnati without The Post.

The Cincinnati Post



W. C. Savage, National Advertising Manager
CINCINNATI 2, OHIO

Represented by the National Advertising Department
of Scripps-Howard Newspapers

The second source is the competing retailer. He will be quick to notify you if his competitor is selling your product at a cut price in violation of his Fair Trade agreement with you.

After that a letter reminding the offender that he is violating a state law will almost invariably bring the price back into line instantly.

The prices specified in your Fair Trade agreements can be raised or lowered at any time you see fit to do so. It is merely necessary to notify your retailers of the date the change or changes are to go into effect.

Furthermore you can, at the time you set up your original agreements, give your retailers some leeway in the pricing of your product in order to meet special conditions. For example, if your product is sheets, you can specify that your prices under your Fair Trade agreements will be lower during the January Sale than during the rest of the year.

Many Prefer Own Judgment

You'll find many retailers who will tell you that they prefer to set their own prices instead of having you fix them through Fair Trading. These retailers feel that freedom of action is important to them, and that they should be in a position to cut the price on your product if there is a merchandising advantage to them in doing so. They prefer that you control the mark-up situation for them by confining your product to them exclusively, and they don't like to have you sell everybody as you probably will do if you Fair Trade.

These attitudes are understandable. They have the self-interest of the stores at heart, but not necessarily the best interest of the manufacturer.

Furthermore, these are most likely to be the reactions of the big stores. The smaller retailers like Fair Trading, because it protects them from predatory big fellows, and protects their inventories and their profits.

The small retailer feels that if he has a \$4,000 inventory of sheets, for example, he can be sure it will remain a \$4,000 inventory if the sheets are Fair Traded. If they're not, he's likely to wake up some morning and find a competitor advertising those same sheets at 25% off—and the value of his inventory drops to \$3,000.

Therefore, it's reasonable to conclude that if the nature of your product is such that only the larger stores are important to you, you're better off selling on an exclusive or semi-exclusive basis without Fair Trading. But if you want to sell through smaller retailers as well as through the big stores, by all means protect your resale prices with Fair Trade agreements.

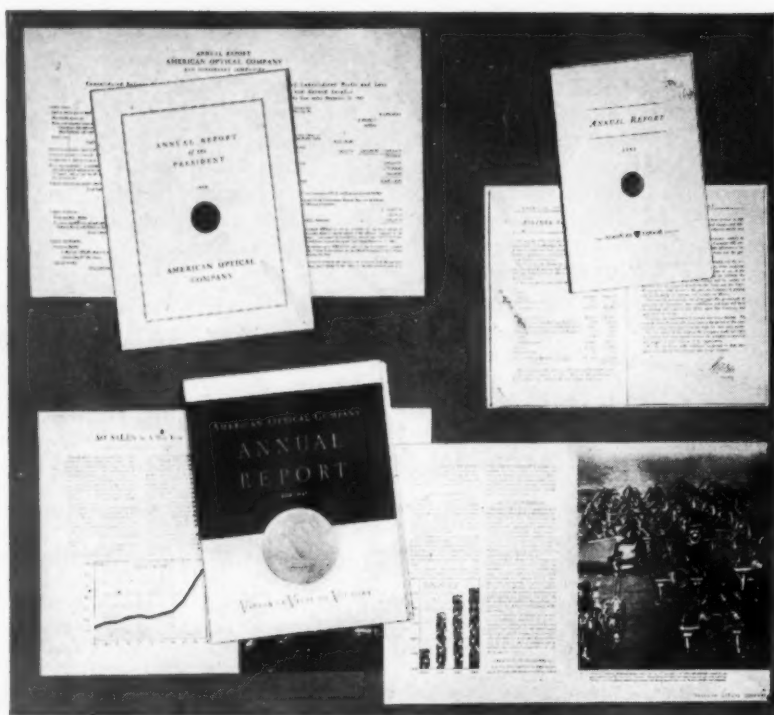
SALES MANAGEMENT

Styled BY MARYLAND

In your postwar packaging plans,
consider these and new stock designs to
come . . . bottles and jars in a wide range
of sizes . . . which Victory will make available
to new users of Maryland Glass.

MARYLAND GLASS CORPORATION, BALTIMORE 30 . . . 270 Broadway, NEW YORK 7 . . . Berman Bros.,
Inc., 1501 S. Laflin St., CHICAGO 8 . . . H. A. Baumstark, 4030 Chouteau Ave., ST. LOUIS 10 . . . J. E. McLaughlin,
401 Lock St., CINCINNATI 2 . . . Owens-Illinois Glass Co., Pacific Coast Division, 135 Stockton St., SAN
FRANCISCO 19 . . . Aller Todd, 1224 Union Ave., KANSAS CITY 7 . . . S. Walter Scott, 608 McCall Bldg., MEMPHIS 3.





Shown above are three stages in the modernization of American Optical Company's annual report. At upper left is the 1940 report, a two-page financial statement and three-page report of the president. The transitional report of 1941, at the upper right, was a 16-page booklet in color and illustrated. Below is pictured the current report which recently won a Highest Merit Award presented by *Financial World* magazine. It's in color and is well illustrated.

Reader & Listener Queries Reflect Interest in Food, Sewing, Travel

LAST summer, in an unguarded moment, we blithely asked for reports summarizing reader interest from a group of typical newspapers, magazines, and radio stations. It seemed to us then that the inquiries and other responses received from such media would reflect trends, and that our research along this line would give us some useful information to pass along to our readers.

The experience has been both enlightening and disillusioning. There have been crumbs, perhaps even hunks, of meaty information, but they are overshadowed by our discovery that some media people consider such reader and listener-response projects "lying contests;" and that the rivalry is not confined to the respective media but that it sometimes exists between two departments of the same organization.

To add to our confusion, there is the lack of uniformity in the compilation of such statistics. This was put neatly in a nutshell by C. R. Coulee, promotion and research manager, *The Milwaukee Journal* (which, by the way, supplied us with a fine

set of comparative figures for 1943 and 1944 to date): "I doubt whether there are any two newspapers in the United States that compile their 'reader responses' on the same basis."

Another factor, which we had not foreseen, is the shortage of paper and the shortage of office help, which has led both publications and broadcasting stations to want to cut down on reader and listener responses. In many instances, the policy of leaving loose ends to stimulate inquiries has given way to the policy of "telling all," so that there will be no incentive to ask for further information.

Two facts stand out among miscellaneous information passed along to us. One is that interest in home sewing is still on the upgrade. The other is that people are eager for help in solving their travel problems. Inquiries dealing with food, health, Victory Gardens, canning and other subjects in the general "home" category were reported as heavy by several of those who cooperated by furnishing material for this study, but these statistics cannot be collated into a significant whole. Those media which have

staged festivals, patriotic rallies and sports events also report high attendance figures (537,684 at the *Chicago Tribune's* Air Show and 90,000 at the Music Festival; 15,000 at the *Los Angeles Examiner's* War Workers Bowling Tournament, both in 1943; and 12,552—paying \$16,536—to see the 1944 Silver Skates Show put on by the *New York Daily News* Welfare Association last February).

Indicating keen interest in fashion, and in needlework in particular, are such reports as these:

From the *Chicago Tribune*: "Leading the list of service to and inquiries from women were 217,686 requests for dress patterns and 211,795 requests for needlework patterns."

From the *Los Angeles Examiner*: "Patterns and needlecraft have shown exceptional response, considerably more than doubling between the years 1943 and 1942, for the first half of this year continuing at a faster pace than ever before. 1943's requests for patterns and needlecraft designs totaled 134,663 against 1942's 60,550, and the first half's total this year of 68,326."

Pattern Features Pull

The *Rockford (Ill.) Consolidated Newspapers*, which keep tabulations only on responses to dress and needlework pattern features, report that such responses rose from 14,581 in 1941 to a slightly higher figure in 1942, and a 44% gain in 1943—with the first four months of 1944 showing a 34.8% gain over the comparable period for 1943—this despite the fact that the space allotted to pattern features has been cut from two columns 5 or 6 inches deep to 3½ inches, single column.

It is easy to understand why the public should demand so much travel information—"at a rate that is amazing, in view of present gasoline, tire and travel restrictions," as the *Los Angeles Examiner* puts it. Actually, of course, those very restrictions have much to do with the rise in inquiries. Also, as the *Examiner* comments, "circulation is higher than ever . . . there are thousands of 'strangers' in our midst . . . to work in war plants, well-heeled and able to take vacations as never before, conscious of the fact that there are plenty of places to take them near-by in Southern California's playground, if one knew exactly where, and when and how to go. Last year (1943) the *Examiner's* Travel Bureau answered 9,862 travel inquiries; to the end of June, 1944, 5,458. Both figures are considerably above peacetime levels."

SALES MANAGEMENT

This Symbol
IDENTIFIES ALL MEMBERS
OF THE
ASSOCIATED BUSINESS PAPERS



Here's what it means to you, as an advertiser:

COPY AND SALES HELP: Remember the "Tell All" book... "Guide to Effective War-Time Advertising"... "Helping Retailers Solve War-Time Problems"... and, more recently, "Transition Themes for Business Paper Advertisements"? Member publications were responsible for this material, offered without cost by ABP to help make advertising more productive.

ASSURED READERSHIP: Here's just one reason why: The National Conference of Business Paper Editors convenes regularly in Washington and other cities to meet in intimate conference with business leaders and government officials. Each meeting funnels vital information into ABP publications that is nowhere else obtainable, and eagerly read by subscribers.

INFORMED REPRESENTATIVES: Salesmen for ABP magazines keep up with the latest developments in every aspect of business paper publishing through Dotted Line Club meetings... and pass this helpful information along to you.

HIGH PUBLICATION STANDARDS: Perhaps you know ABP's doctrine... "A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment". It is not just a hollow phrase. One hundred and twenty six publications serving virtually every industry and

business in the country back up this statement with action, at every opportunity.

Today, because of paper restrictions, many ABP members cannot run all the advertising for which they get orders. In circulation, too, there is frequently a long list of waiting subscribers.

But not a single member has put a ceiling on the amount of help extended advertisers. Individually, and through their association, they are redoubling their efforts to be of greater assistance.

Because this work benefits thousands of business paper advertisers, by helping them get a bigger return on their investment, ABP members feel well repaid. It all adds up to better advertising—more advertising. And *everybody* profits.

Watch for the ABP symbol. It means *measured values*. It is your assurance that you are getting the *most* from your advertising dollar.

This is the first advertisement that ABP has run in a long time that did not contain a coupon. It doesn't mean, however that we don't want to hear from you. A card or letter to ABP headquarters will bring any of the ABP booklets that you do not already have.

Still available: "Transition Themes for Business Paper Advertisements"... "Mr. President, Meet Your Advertising Manager"... "How I Hamstrung My Advertising Agency"... "Intensive Advertising."

THE ASSOCIATED BUSINESS PAPERS

205 EAST 42 STREET • NEW YORK 17, NEW YORK

A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.

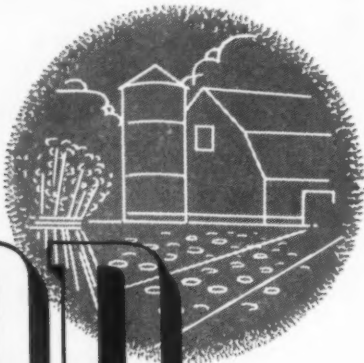
Sunset Magazine, published in San Francisco, gives a similar impression, commenting that "Travel is frowned upon and we have not carried the same type of reader material, but reader checks have shown no decrease in interest with this new editorial treatment."

This accelerated rate of travel inquiry is reflected in reports of other publications. During 1943, for example, *The Milwaukee Journal's* Travel Bureau handled 93,981 inquiries, but for the first five months of 1944 alone, the figure was 73,008.

Eagerness to solve that same problem, but in a different way, is indicated by the top position of requests for information on Vacations in New York City, reported by the *New York Herald Tribune*, which offers a leaflet on that subject. Thus far in 1944, the *Herald Tribune* has received 50% more inquiries for this leaflet than for one on Foreign Food Shops, second on the list. Third most popular is "Where to Take Aptitude Tests," and the fourth is "Where to Buy a New Ice-Cream Mix." More than 6,000 requests for a leaflet called the "Com-

plete Housekeeper," received in recent months by the *Herald Tribune*, might be interpreted as an indication that more women are doing their own work than in the past.

Hindsight is better than foresight, and we never would have embarked upon this research venture if we had known what the Curtis Publishing Co. has told us—that "there are so many pitfalls in trying to judge magazine reader-interest by number of inquiries" that they long ago gave up trying to use this yardstick. On second thought, though, the project was fun, and as a result of it, we know a few more facts about wartime America—that women are sewing like mad, for instance, and that they are fashion-hungry, and that a great hunger for travel is being damned up, ready to burst when restrictions are lifted.



ADD

NEARLY
100 MILLION DOLLARS
Farm Income in the Dayton Area to
Dayton's Enormous Industrial Income

1943 Total Gross Farm Dollars

\$92,888,000*

16% increase over 1942

These diversified farm products are as
stable as Dayton's stable industries.

Hogs	Wheat	Truck
Dairy	Cattle	Sheep
Poultry	Soybeans	Tobacco
	Corn	

POSTWAR DAYTON WITH ITS 456 INDUSTRIAL PLANTS

supplemented with this huge income from
one of the country's richest agricultural areas

WILL BE BIGGER AND BUSIER THAN PREWAR DAYTON

*SALES MANAGEMENT 1944 SURVEY OF BUYING POWER

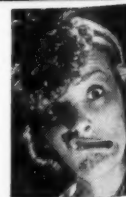
THE *Dayton*
JOURNAL-HERALD
Dayton's Largest Daily Circulation

Nationally Represented by The Geo. A. McDevitt Co.



MORE PULL FROM ADS

GOOD photos reach out... catch the eye first... make ads PULL better. Dramatized ideas for covers, head-lines, house-organs, posters—every promotion job. 100 new photo subjects monthly. Saves you hundreds of dollars. Top N. Y. Models. Write today for new proofs. No. 105. FREE to ad execs. No obligations. No salesmen will call.



Eye*Catchers, Inc. 10 E. 38th St. New York

SALES MANAGEMENT

Esquire is not
only a magazine...



it's a **SERVICE MEN'S SHOPPER**

He was on active duty in the Atlantic when we received his letter. "Dear Esquire", he wrote, "I'm enclosing a money order for \$20. Would you please purchase an appropriate gift for my son? His first birthday is August 29th, and as I am on foreign duty in the United States Navy, I am unable to buy anything suitable for his age."

His letter brought us a feeling of comradeship. As have hundreds of similar letters from other servicemen. Throughout the war Esquire has been privileged to do these small

but important services for the men who serve our country. We've gift-shopped for wives, sweethearts, mothers, fathers and children of men in uniform. As well as for the men themselves. And we've made these purchases thoughtfully — even more thoughtfully than we would for our own folks.

Esquire enjoys a unique relationship with its readers. Especially with men in uniform all over the world. It's a cherished confidence which we like to believe is one of Esquire's most valued possessions.

Esquire is not only a magazine...IT'S AN INSTITUTION

Washington Bulletin Board

Can manufacturers' trade-marks and slogans now be carried on merchandise shipped to foreign countries under Lend-Lease?

Yes. On this question, Director Herbert H. Lehman of the United Nations Relief and Rehabilitation Administration has overruled the former Lend-Lease policy which did not permit the makers of consumer goods to place brand names on the label. The manufacturer's trade-mark will now

be permitted on all goods bought for relief purposes.

When large-scale production is resumed on civilian items much in demand, such as radio receiving sets, will new dealers who have never operated in that particular field before be allowed to handle such civilian products?

The radio industry is a particularly appropriate one to illustrate this

question. While serious complications for the general business structure are foreseen in the heavy pent-up demand for certain household items, no Government agency has dared as yet to go very far along the line of attempting to dictate as to who shall sell what in the reconversion market. The automobile and washing machine industry, to name but two, face the same problem of serving a hungry market during the interim period of limited production.

Key officials of various regulatory agencies in Washington, when polled on this question, expressed the opinion that the problem of dealership for such articles which will be in strong demand and limited supply must be solved by the industry itself. Consensus appears to be that no such industry should take on new dealers for the immediate post-war period.

Will farmers be given payments for increased production after the war as before?

Definite plans are under way in Washington to control and limit food production on the farms after the war, to prevent gluts on the market.

Great secrecy surrounds the plans being discussed, and it appears certain that no specific program will be announced until after election, for fear of it being made a political football.

Apparently, care will be taken to avoid policies which might be identified with previous highly criticized methods of Administration control, of which the slaughter of little pigs has been made the publicized symbol.

What is the nature of the activities proposed by the Division of Small Business within the Bureau of Foreign and Domestic Commerce, and are its resources available for assistance in post-war planning?

This Division, which has been functioning about three months, consists for the present of two units. One, known as the Special Studies Unit, will conduct a program of continuous research in problems relating to the competitive marketing and merchandising position of small business, and will develop studies of small business problems of individual trades and localities. It also will maintain close relationship with the collegiate schools of business. Chief of this unit is Wilford L. White, a marketing specialist of long experience.

The second unit is known as the Management Aid and Finance Unit and will be concerned principally with the development of management aid for small business.

SALES MANAGEMENT

Why America's Leading Handbooks

use
Swing-O-Ring

THE MODERN
LOOSE LEAF
MECHANICAL BINDER

**HANDBOOK OF
WELDED STEEL
TUBING**

Published by:
FORMED STEEL
TUBE INSTITUTE

REVERE COPPER AND BRASS
INCORPORATED
Some Manufacturing Company Division
Rome, N. Y.

*Now is the time to
Modernize*

Now is the Time to Modernize your handbooks, catalogs, manuals, sales presentations. Our trained representatives located in the principal cities of the United States and Canada can give you expert advice.

DON'T WAIT!
OUR POSTWAR PRIORITY
PLAN GIVES YOU PREFERENCE
ON MATERIALS
AND PRODUCTION
WRITE TODAY

**GREATER SALES
per HANDBOOK
When You Use
SWING-O-RING**

**EASIER TO KEEP
UP-TO-DATE**

EASIER TO USE!

LONGER LIFE

**JUST SWING IT OPEN
AND INSERT THE PAGE**
That's why users keep their
SWING-O-RING handbooks up-to-
date longer and give you more
sales per handbook.

SWING-O-RING Pages lie flat for
easy reference. Another reason why
users like them better . . . use
them more.

Pages wear
out before
they tear out.

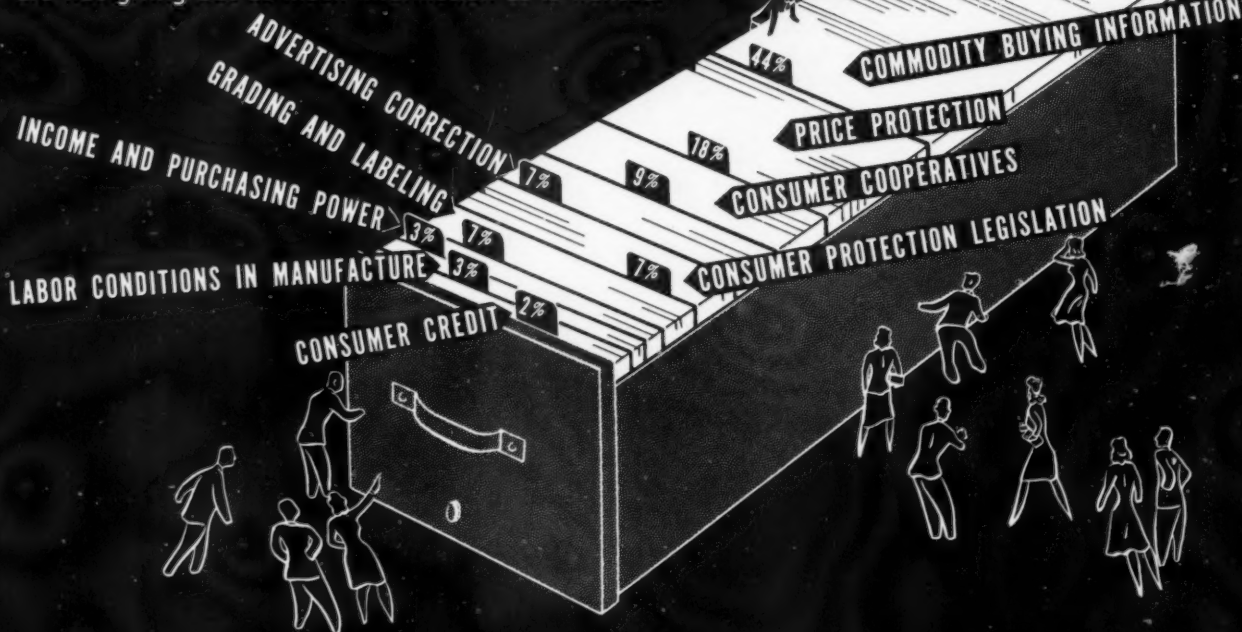
Swing-O-Ring, INC.
Division of THE FRED GOAT CO. INC., Est. 1893
314 Dean Street
Brooklyn 17, N. Y.

Marketing PICTOGRAPHS

Planned by
Philip Salisbury,
Executive Editor,
and designed by
The Chartmakers, Inc.

CONSUMERS *want more* *buying information*

The Committee on Consumer Relations in Advertising has been studying the programs of 2,622 consumer meetings. Buying information of one kind or another tops the list—an indication that manufacturers and their associations, through promotion and advertising, are not giving out as much information as is wanted.



PICTOGRAPH BY
Sales Management
9-15-44



Source: Committee Report of 7-30-44

As compared with pre-war days, increases in interest have been most marked in price protection and grading and labeling. Marked declines in interest are shown in consumer cooperatives and advertising correction.



*babies...
babies...
babies...*

Our members of the **"FORGOTTEN 50%"** have over twice as many!

WOMEN who buy Modern Magazines average 26 years of age . . . while 38 is the average for women's service magazine readers. Being so much younger themselves, Modern Magazines mothers have more children under two years old—a hundred-and-seven per cent more than service magazine readers!

Obviously the readers of Modern Magazines offer a more productive market for advertisers of baby foods, drugs, clothing, perambulators—everything that pertains to infant care. But equally important is the fact that Modern Magazines readers are "beginning" housewives, still so young that they are vitally

interested in learning for the first time about almost any product for self, family or home!

The 2,593,297 buyers of Modern Magazines belong to the fifty per cent of American women who find service magazines uninteresting—who do not buy service magazines, and do not see your advertising in them. Don't let these women remain among the "forgotten 50%" of your market! Tell them about your product in the magazines where they will see your advertising—Modern Screen, Screen Romances, and Modern Romances.

DELL PUBLISHING COMPANY, INC.
149 Madison Avenue, New York 16

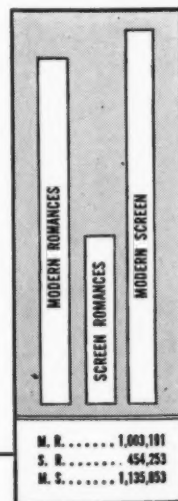


• A DELL MAGAZINE •
DELL
• A DELL MAGAZINE •

WORLD'S LARGEST PUBLISHER OF MASS MAGAZINES AND BOOKS

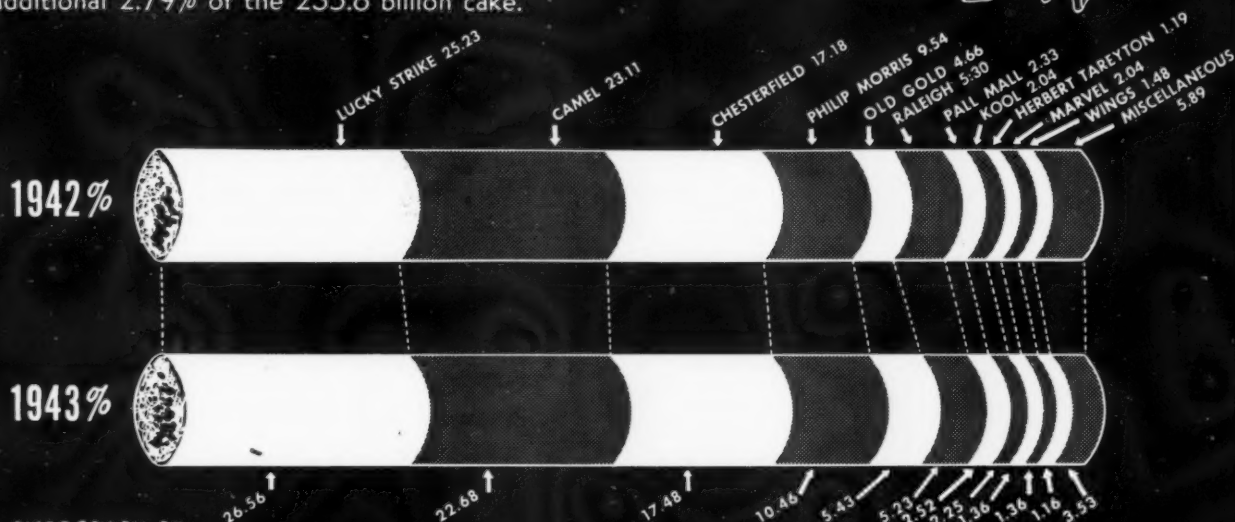
**MODERN
MAGAZINES**

THE ONLY WOMEN'S GROUP WITH
2 MAGAZINES OF OVER 1,000,000 COPIES EACH



the BATTLE of the cigarette brands

Last year a new high record was made in cigarette consumption, but few changes took place in the rankings of specific brands. In 1942 the five leaders accounted for 79.72% of the total sales. Last year they cut an additional 2.79% of the 235.8 billion cake.



PICTOGRAPH BY
Sales Management
9-15-44

Source: Estimates by Dr. C. W. Williams in *Business Week* 7-29-44



TEA bag sales doubled during war

Tea bag sales vary sectionally—from 10% of the winter sales of tea in the South to 32% on the Eastern seaboard. Country-wise they are rapidly becoming more popular.



PICTOGRAPH BY
Sales Management
9-15-44

Source: Benjamin Wood, Managing Director, The Tea Bureau



A Campaign to



Jobs after the War?...Why ask me?

You've got the answer to jobs after the war. You and every other American worker.

Believe it? Listen. Right now you're welding steel for tanks. A good job. Plenty of overtime when you want it—and sometimes when you don't. You're good at your job. You earn what you're paid. But you've got that job because someone wants what you can make...wants it bad enough to pay cold cash for it.

bosses could buy wouldn't keep a factory running a week. But the cars and washers you and millions like you could buy would keep factories roaring from Pittsburgh to Portland.

Today you're making good money. Dig down and buy War Bonds!

For every three dollars you put into War Bonds now you'll get back four dollars. You'll spend those four dollars for things you want. And as men get paid for making things you want they will have money to buy what you make. Then you will get paid. You can keep the ball rolling.

Yes, that's how war dollars today go to work in peacetime making jobs for you and your neighbors. The more dollars you save now to spend later—the longer will be the peacetime payrolls and the fatter the peacetime pay envelopes.

Think it over. Sure it's tough to go without—especially now when you've got it to spend. But it's the one sure way—not only to win the war—but to win the things we want afterwards...the homes we want...the America we want.

War Bonds Today, are JOB Bonds Tomorrow!

Trouble is—that someone is WAR. And maybe some day quick—if we're lucky, if we sweat and fight plenty—there'll be no war. And no war jobs either.


That's the time when you stop welding tanks and start welding cars, and refrigerators, and washers—on the one condition that you and your neighbors have saved up enough cash to buy them.

Why you? Why your neighbors? Because you're the only kind of American there's enough of. All the cars and washing machines the

Macfadden Publications, Inc.

TRUE STORY
THE MACFADDEN WOMEN'S GROUP
THE MACFADDEN MEN'S GROUP

nto the Wage Earner Millions Who Hold the Power to Win the Peace



In the hands of America's Wage Earner millions rests America's future. They — only they — can make prosperity — or prevent it. Through ads like this in its own 8 magazines and in large newspapers throughout the country, America's largest Wage Earner publisher is showing this great American majority their immense power — and how they must use it. • *But your advertising faces the big responsibility of reaching — and tapping — that vast reservoir of Wage Earner buying power!*

MACFADDEN PUBLICATIONS, Inc.

TRUE STORY • THE MACFADDEN WOMEN'S GROUP • THE MACFADDEN MEN'S GROUP



where today's **FEDERAL TAXES** come from

Various tax reforms are being urged, such as the Ruml-Sonne and the Twin City plans. They'll mean more if you know where Uncle Sam got his \$40 billion revenue in the year ending this June 30.

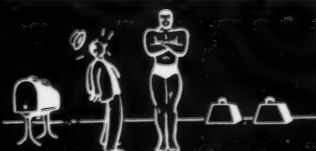
PICTOGRAPH BY
Sales Management
9-15-44



Source: Bureau of Internal Revenue



the **MIGHTY** grow mightier



Every year *Grit* magazine surveys its readers, asking them, for a number of items, what brand they bought last.

Comparisons between the 1940 and 1944 studies show that the miscellaneous

brands—those with only a fractional percentage of the volume—are steadily losing out. Here are eight typical items. The four leaders show gains in most items, but the biggest collective gains in several fields have gone to the secondary brands below the four leaders.



PICTOGRAPH BY
Sales Management
9-15-44

Source: *Grit* Reader Survey—1944



HOLLYWOOD BOWL

JULY 4TH

Lt. Col. E. J. Dunstедter



Ginny Simms

Over 20,000 saw it—The Times-sponsored War Bond show, presented for the benefit of the Fifth War Loan Drive.

Did they buy bonds? Yes! Over \$5,000,000 worth as the price of admission. That's passing the ammunition!

The entertainment? The voices of Ginny Simms, Ella Mae Morse, James Melton, Bing Crosby. The music of the U. S. Army Air Forces Orchestra. Three of this war's outstanding heroes: Lt. Ernest Childers, Sgt. Charles E. (Commando) Kelly and Major Richard I. Bong.



James Melton



Bing Crosby



Ella Mae Morse



Lt. Ernest Childers



Major Richard I. Bong



Sgt. Charles E. (Commando) Kelly



U. S. Army Air Forces Orchestra

Interest-MEASURE OF A NEWSPAPER

TIMES WAR BOND SHOW

There is no overlooking the fact that *circulation* and *advertising lineage* are indicative of a newspaper's popularity. The Times gets top billing on both counts.

But there is another gauge: the interest a newspaper creates *for*—and receives *from*—its readers! Here, too, the Times rates tops.

From January to December, the Times hosts a variety of events planned for the entertainment and education of its readers . . . Benefit Concerts, Victory Garden Clubs, Army Shows, Sports Events . . . keyed for the interest of *all*.

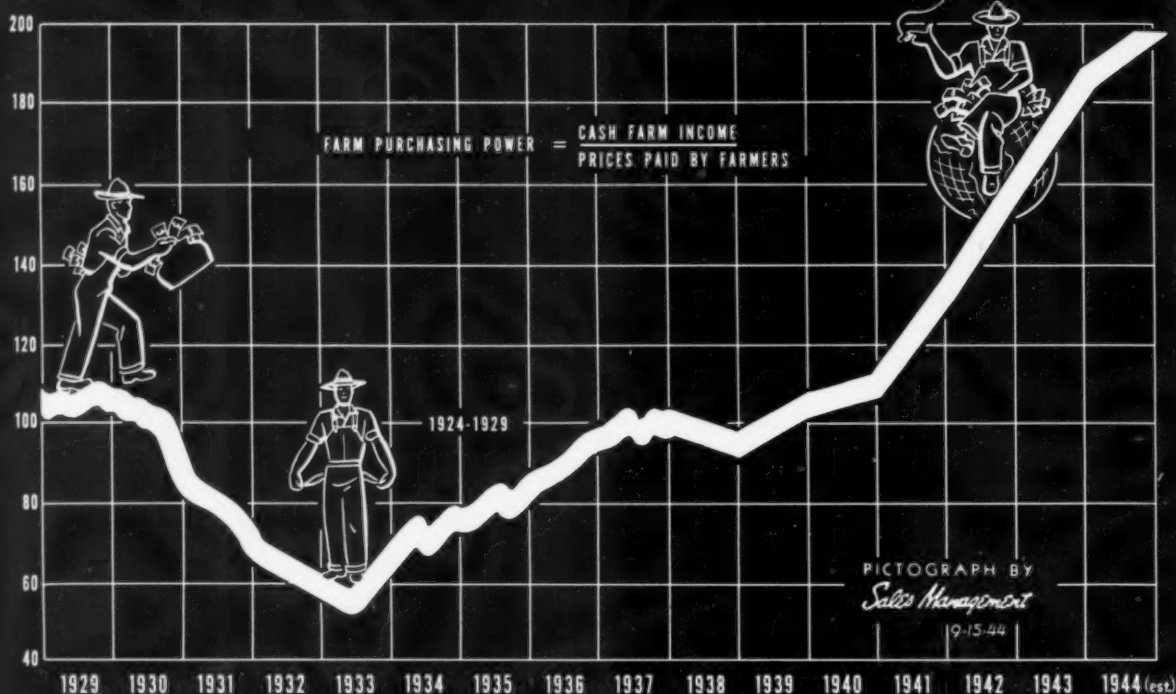
What is the result? Invariably, more admissions are sought than can be accommodated—a response that proves *reader interest* . . . the measuring stick that shows the Los Angeles Times is indeed "everybody's newspaper."



REPRESENTED BY WILLIAMS, LAWRENCE & CRESMER
NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO

INTEREST FOR ALL MAKES THE LOS ANGELES TIMES "EVERYBODY'S NEWSPAPER"

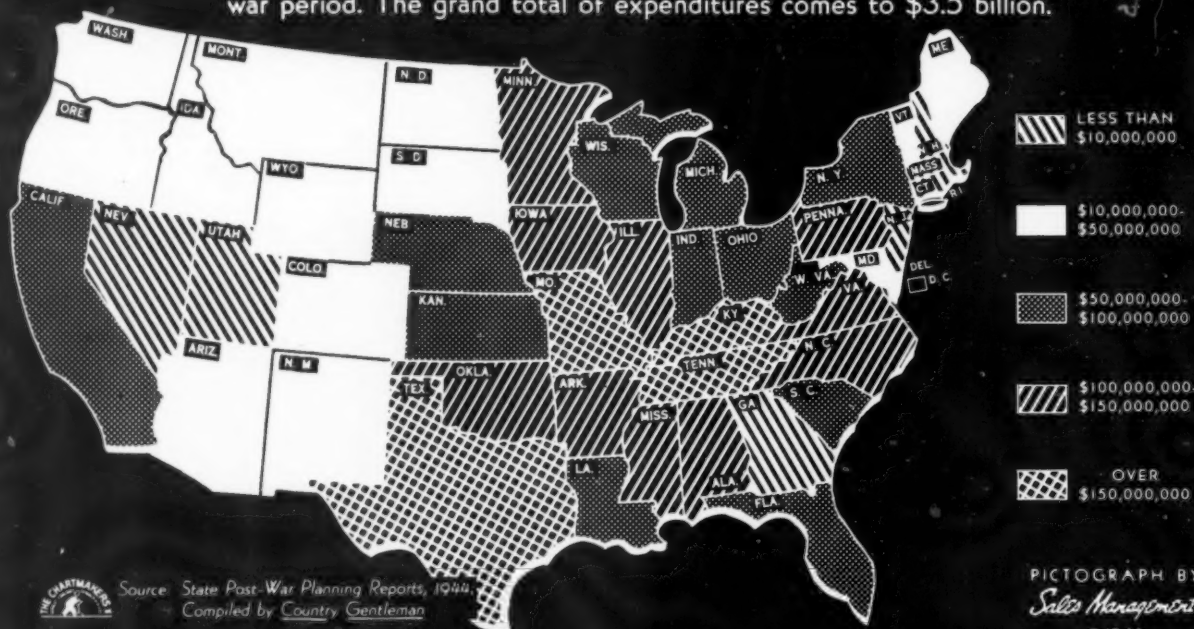
FARM *purchasing power nearly double 1929*



Source: 12 Months Moving Averages by Montgomery Ward & Co. through 1937; Computations of 1938-1942 annual Dept. of Agriculture figures and 1943-1944 estimates by *Sales Management*.

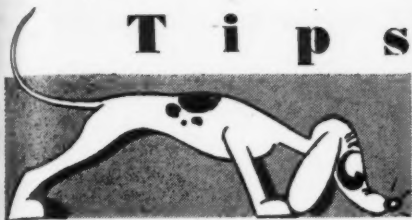
SOUTH *leads in rural electrification plans*

Heads of the various states were asked to report on their plans for rural electrification now, in the transition period, and the 5-15 year post-war period. The grand total of expenditures comes to \$3.5 billion.



Source: State Post-War Planning Reports, 1944, Compiled by *Country Gentleman*

T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Readers Service Bureau, 386 Fourth Avenue, New York, N. Y.

How to Sell to the Retail Trade. Out of a conference of top retailers sponsored by the Domestic Trade Department of Los Angeles Chamber of Commerce and Downtown Business Men's Association, comes this booklet crystallizing the factors involved in retail distribution. Manufacturers with an eye to post-war reconversion will be interested in the intelligent presentation of these topics: peculiarities of the retail business; how retail merchandise is promoted; mechanics of buying; credit, transportation, damage, and delivery; how to sell to multiple-outlet organizations; seasonal characteristics of the retail business; how to sell to a buying office; what items can be made and sold locally. Address the Los Angeles Chamber of Commerce, Los Angeles, Calif.

How to Find Markets and Influence Buyers. This is the first of a series of booklets sponsored by the Post-War Planning Committee of the Industrial Marketers of Cleveland. It "presents the basic principles of industrial market determination as a guide for advertising and sales promotion executives in their post-war activities." Charts, maps, basic market study data. Price \$1. Available from Industrial Marketers of Cleveland, 422 Leader Building, Cleveland, Ohio.

Here's How KIMPAK Can Solve Your Post-War Packaging Problem. This booklet illustrates the applications of Kimpak creped wadding to difficult and exacting packaging problems. Photographs show actual packing procedures—from small metal parts to motor housing of a large hoisting machine. A good introduction to what can be expected of this Kimberly-Clark wood-fiber packaging product when it is again able for general peacetime use. Write to Advertising and Merchandising Dept., Kimberly-Clark Corp., Neenah, Wis.

Garden City: An Outstanding Achievement in Gracious Living. Here is a story of the growth of a thriving community—a community built on the dreams of one man three quarters of a century ago. It is a story of civic planning combined with strict enforcement of a basic idea for living. It is the story of a "different" kind of market, available from Eugene Courtney, Village Clerk, Garden City, N. Y.

Six Touchstones of Quality Advertising to a Quality Market. Booklet answers three basic questions: How a quality product or service can be sold through advertising; how to capitalize on the things it offers that people most want; how best to reach the market. Write Albert Frank-Guenther Law, Inc., 131 Cedar St., New York 6, N. Y.

NATIONAL ADVERTISING MANAGER

....for two weeks



Miss Lucy M. Brownell
National Schedule Clerk

Vacations are dubious events in times like these—nevertheless, they are being scheduled at The Record Newspapers, in Troy, with the proviso "... don't wander too far from home."

When the National Advertising Manager leaves for a two-weeks sojourn in his garden and twenty yards west, a very comely Miss will assume the reins.

Her inaugural speech ends with these words: "... I've been scheduling national advertising that is read by

123,000 consumers in the Troy A.B.C. City Zone... yes, read by 'everybody' because this market is covered as completely by The Record Newspapers as a bathing beauty of the '60's."

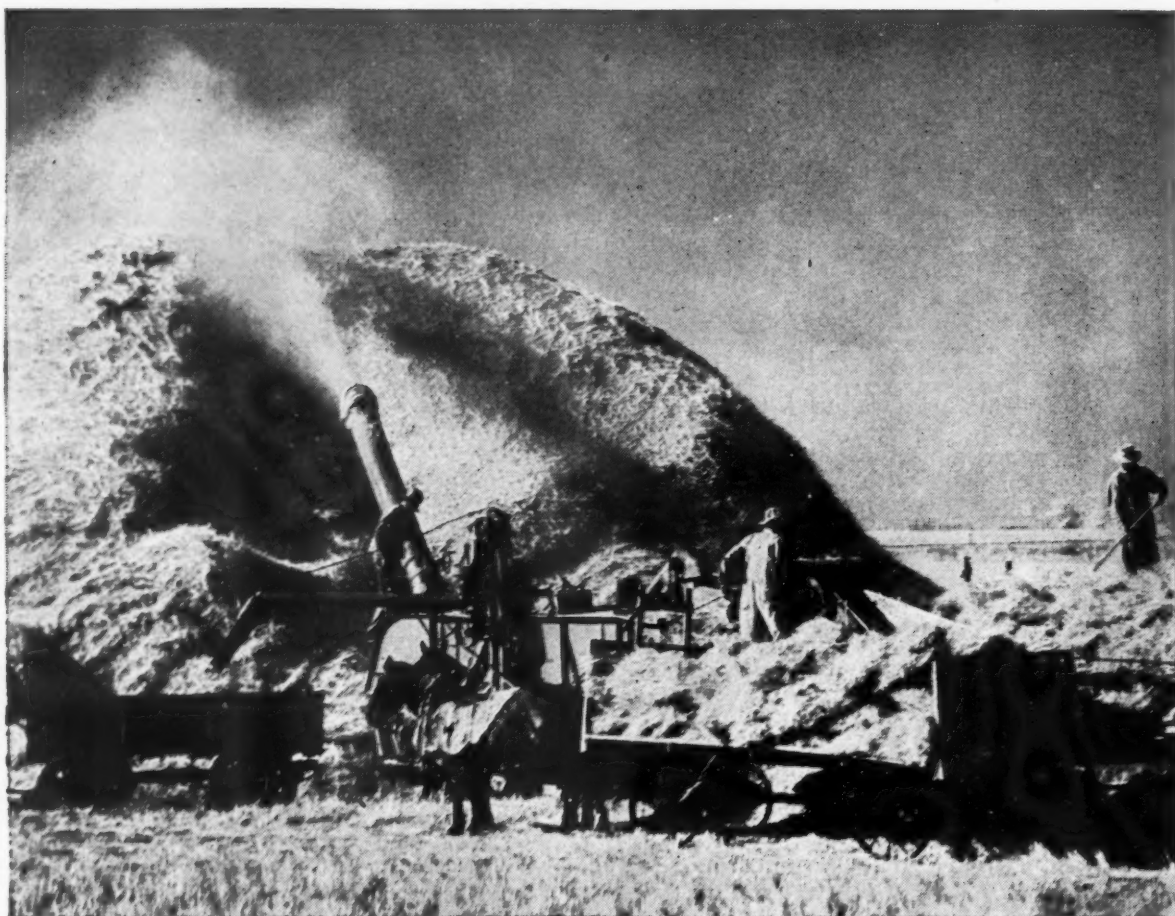
P.S. This complete coverage is yours at the low cost of only 12c per line.

THE TROY RECORD

THE TIMES RECORD

B'way & Fifth Ave., Troy, N. Y.

J. A. Viger, Adv. Mgr.



This shooting WON'T stop

WHEN the shooting is over, over there—when the bombs stop dropping and the machine guns stop chattering—what about your markets *over here*? Can you count on steadiness and stability?

Remember, on the sun-swept acres of Iowa, the shooting won't stop. Year after year, the threshers will shoot their straw into the big piles that symbolize high yields. Year after year, the corn and the hogs and the chickens will continue to shoot up from the rich, black soil that nourishes them.

In Iowa, the biggest chunks of wealth come from the ground itself—although Iowa, too, derives a substantial part of its income from 2,670 manufacturing plants scattered throughout some 200 Iowa towns and cities.

Iowa's biggest war contract—the production of food—is also a peacetime contract; and the

income from that contract will continue as Iowa tackles its postwar job of helping to feed the world.

Where does Iowa's vast wealth go? It goes to the cities and towns of *urban Iowa*. It jingles in urban cash registers, lengthens urban profit sheets, creates stable, rooted buying power and prosperity that cannot be blown away by the winds of chance.

Set your sights on urban Iowa—and on the one great newspaper which, through its state-wide circulation, bounds and dominates one of America's top urban markets in volume of retail sales.



If R & T Iowa isn't on it, you're missing one of your 20 top urban markets.

R. & T. IOWA

A STATE-WIDE URBAN MARKET ...
COVERED BY A STATE-READ PAPER

THE
DES MOINES **REGISTER and TRIBUNE**

Nationally represented by Osborn, Scolaro, Meeker & Co., New York, Chicago, Detroit.

Proof continues to pile up
that advertisements share in

parade

leadership in readership among national magazine sections



PARADE'S HIGH readership stems from **parade's** choice of news subjects of wide current interest—such subjects as the training of a Navy pilot. **Parade** then carefully plans in advance each photo, each caption, to build a picture-story.



BECAUSE PARADE picture-stories star individuals who make news come to life, they commonly attract over 70% of readers. This story attracted 87% of men, 85% of women.

SURPRISED AT the high readership figures for the advertisement reprinted below? They are near the average for this advertiser's entire campaign in **parade**!

Parade's special technique of *pre-editing* picture-stories keeps 2,000,000 families reading **parade** from beginning to end. It is the best-read national magazine section, and readership carries over into the advertising columns, too. Ask us to show you the surveys that prove it.

TRAFFIC-MEN 69% TRAFFIC-WOMEN 73%

OUT OF AMERICA'S GREAT HOSPITALS

OBSERVED BY ^{30% OF MEN READERS}
^{39% WOMEN READERS}

comes new data on first aid for burns

Research reveals remarkable effectiveness of one of the simplest first aid treatments reported to the medical profession! It's PETROLA™—Better known to millions as 'Vaseline' Petroleum Jelly.

QUICKER RELIEF... Case histories on the badly burned victims of Boston's terrible Coconut Grove fire reveal almost miraculous recoveries. The immediate local sample of the effectiveness of Petrolatum is shown and available everywhere as 'Vaseline' Petroleum Jelly.

QUICKER RECOVERY... The effectiveness of 80 different local dressings on minor burns in war industry was studied. The most rapid recovery was noted when Petrolatum was used. An excellent reason for keeping a jar of 'Vaseline' Petroleum Jelly in your own medicine cabinet constantly!

WAR BURNS—OR YOUR BURNS... Today, Petrolatum is used in the treatment of burns on battlefronts all over the world... a fact of vital importance to you in your home. For any day, members of your family may be victims of burns requiring first aid treatment. Keep a jar of 'Vaseline' Petroleum Jelly handy. And look for the trademark VASELINE and your buy. It's your guarantee of absolute purity.





FIRST AID TREATMENT OF EVERYDAY BURNS IN YOUR HOME

Cover the burn with Vaseline Petroleum Jelly and place on bandage.

Swallow the jelly—but not the bandage.

Call your doctor immediately if the burn is deep or covers a large area.



Vaseline

PETROLEUM JELLY

REG. U.S. PAT. OFF.

Reprinted from Parade, January 23, 1944

PARADE ADVERTISERS get such readership figures as those above—higher than the readership figures even of editorial pages in many publications. Result: in 3 years advertisers have tripled **parade's** lineage.

Akron Beacon Journal	Nashville Tennessean
Bridgeport Sunday Post	New Bedford Standard Times
Chicago Sun	Newark Star-Ledger
Denver Rocky Mountain News	Portland (Me.) Sunday Telegram
Detroit Free Press	Syracuse Herald-American
El Paso Times	Toledo Times
Jacksonville Florida Times-Union	Washington Post
Youngstown Vindicator	
Total Circulation 2,000,000	

parade

405 LEXINGTON AVE. NEW YORK 17
135 So. La Salle St., Chicago 3 • 849 Penobscot Bldg., Detroit 26



Twenty-one different labels and packages were tested throughout the trade and among consumers before the final designs for both were decided upon as the basis for the Wine Growers' Guild post-war merchandising program. Left: bottles which won the public decision.

Wine Growers' Guild to Advertise And Promote One Brand Name

Successor-organization to California Wine Sales, Inc., the Guild is now a co-operative sponsored by 300 growers of wine grapes. Here-with the details of the development of their packages, trade-mark, and promotion designed to win acceptance of the Guild name.

STARTING in September the Wine Growers' Guild will launch a powerful advertising campaign (mostly newspaper space), spending a six-figure advertising budget between now and the end of the year.

The Wine Growers' Guild, a California wine co-operative, is an interesting example of an enterprise the principles of which are turning obstacles into stepping stones. It has ambitious plans for post-war and it is putting them to work now.

The name, Wine Growers' Guild, may link up with echoes in your memory and give you the idea you have heard it before. And when you glance at the packages and labels in the illustrations in the advertisements they may seem to be familiar. But this brand and its package have just come on the market, although the producers are well seasoned vintners. The "familiarity" is all merchandising guile and artists' manipulation of your subconscious—with a good motive of

course: to make you (in your consumer's role) want to buy a good wine.

Wine Growers' Guild formerly was known as California Wine Sales, Inc.,

and the latter was the selling agent for the group of producers making up the membership. This organization of about 300 individual growers of wine grapes co-operatively owned and operated four large wineries. Although it sold the bulk of its production in tank-car lots to bottlers, it did have two brands of its own: Calwissa and St. Mark, both of which had a fair sale before the war.

About a year ago the group became a full co-operative, reorganized, and began to make plans to put a far larger proportion of production into branded packages. At the same time, a merchandising program was sketched. Erwin, Wasey & Co., San Francisco, wine promotion experts, were engaged to research and plan the advertising and merchandising approach.

All the old brand names were dropped and so was California Wine Sales, Inc. After half a year of experimentation and research the name Wine Growers' Guild emerged, along with a completely new package and trademark, and a colorful trade character. That is a story in itself and we will return to it.

Wine Growers' Guild is the only large wine distribution agency that grows its own grapes—a fact which makes for control of quality. The 300 growers who participate in the non-profit co-operative own the four large wineries known as the Cucamonga Pioneer Vineyard Association, at Cucamonga; Sanger Winery, at Sanger, near Fresno; Del Rio Winery, Del Rio, near Lodi; and the Bear Creek Vineyard Association, Lodi. President of the organization is L. K. Marshall. Its business manager is B. C. Solari. The co-operative represents 20,000 wine growing acres and six million gallons of wine annually. Profits from the sales to the trade go back to each



Dealers and wholesalers of Wine Guild products don't have to worry about point-of-sale promotion. Here is the choice of displays which Guild salesmen offer.

SALES MANAGEMENT

of the members of the co-operative.

When war conditions and restrictions made wine scarce, instead of excessively plentiful as it had been, while at the same time higher consumer buying power and other market factors caused an increase in demand, members of the Guild saw an opportunity to start doing what conscientious wine men had always wanted to do: raise and stabilize quality, build prestige, and get a fairer price for their product.

The first step was one which has been gaining in the California wine industry in the past two years—to package and brand (and therefore control) a larger proportion of production under the name of the producer instead of shipping the greater part to bottlers, and to follow through with their own merchandising and advertising campaigns. This involved creation of the whole "package" and a selling plan from scratch, which makes it particularly interesting to salesmen to study.

Research Precedes Choice

Five months of intensive research and experimentation—both on experts and on the public—preceded the choice of a brand name and development of the package and label. Everyone who knows the associations of honest craftsmanship and absence of commercialism in the bad sense, will recognize why the word Guild was approved and why it turned out to have a powerful consumer appeal, even to those who had no clear idea of what the old guilds stood for.

The word "Guild" was appropriate, too, because of the co-operative nature of the organization. Several trade names embodying the key word were originally tested, among them, Grape Growers' Guild, Wine Masters' Guild, but Wine Growers' Guild won out and it is obviously the best of the three.

The advertising agency's art director, Fred Glauser, designed two score or more of labels which were lithographed and tested. Although the bottle size and shape are the same, the illustration will show what a difference the label design makes in the 21 tested packages, from which the two emerged, that were found after repeated objective tests for the strongest appeal and longest memory value.

Note that the rejected labels have no trade character. This picturesque figure of a traditional winegrower in the costume suggestive of leisurely production, craftsmanship and quality, came late in the evolution of the program, but was instantly recognized



AFTER the war is won, America is looking forward to a great new age of building—to supply billions of dollars worth of goods that people want and need—to supply millions of jobs our returning boys must have.

But first, industry must re-convert to peace production—in a race against time. And in this race, AIR EXPRESS will continue to save the nation millions of work-hours through the high-speed delivery of critical tools and material—with a greatly expanded service that business will use with economy in world markets as well as at home.



SPECIFY AIR EXPRESS
A Money-Saving, High-Speed Tool
For Every Business

With additional planes and space available for all types of traffic, 3-mile-a-minute Air Express directly serves hundreds of U.S. cities and scores of foreign countries. And shippers nationwide are now saving an average of more than 10% on Air Express charges—as a result of increased efficiency developed to meet wartime demands.

WRITE TODAY for "North, East, South, West"—an informative booklet that will stimulate the thinking of every executive. Dept. PR, Railway Express Agency, 230 Park Avenue, New York 17, N. Y., or ask for it at any local office.

AIR EXPRESS
Gets there FIRST

Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION
Representing the AIRLINES of the United States

as giving the advertising and merchandising matter a personality. The wood-cut style of the illustration was selected because it also suggested honest toil and craftsmanship. The colors in the two labels are mellow pastels—in the words of Artist Glauser, "restrained in chroma to reflect the feeling of age and mellowness."

The legend on the label was calculated to "give the wine buyer confidence in the organization and the products." It reads:

"THIS WINE produced by Members of Wine Growers' Guild, Lodi, Calif.,

an agricultural association of four non-profit, co-operative wineries belonging to over 300 California wine-grape growers. All Guild label wines are produced exclusively in our members' own wine cellars from grapes grown in our members' own vineyards."

In the final choice of trade-mark and label, the six packages that proved strongest in preliminary trials were subjected to several hundred observation tests which permitted the wine buyer a free selection of the label and bottle from a larger and

more varied display of wine bottles.

The winery producing the particular contents of each package is identified in a line added to the legend quoted above, as: "This bottling done by Lodi Cellars of the Wine Growers' Guild at Lodi," or "This bottling done by Sanger Cellars," etc.

Equipped with a trade name, trade-mark, package, and trade character, the organization laid its selling plans and commenced distribution and advertising. Those concerned with the plan decided on concentrated distribution and concentrated promotion as opposed to dispersal of available merchandise and sales effort.

Taste Develops Gradually

When the war ends and normal production of hard liquors and beers gives back to those industries the current wine buyers who are purchasing wine because they can't get the beverages their taste prefers, the market which remains is likely to be an increasingly knowing one. The "beginners" in wine drinking may take what they get and not know the difference, but gradually taste will develop in those who remain wine drinkers. Thus all the advantages in the long run will go to the producers who concentrate on quality and build a reputation on that basis.

A spokesman for the co-operative puts it this way:

"Our membership always has been quality-minded and we shall continue so. Our philosophy is not to rush production for the sake of quantity, but to be certain we have a wine consistent with the reputation of the organization. The fact that we grow all our own grapes—which is not true of other large producers—makes control of quality easier. We honestly believe that in its price class the wines in our bottles are as good as any which can be purchased. This being so, we believe the dealers who distribute these wines will partake of the prestige that lingers about a sound commodity."

The selling story to dealers is, after all, that the customer buys wine in a good many different places, particularly now when he finds it hard to get what he wants. If the customer discovers that he can consistently buy a good product from a certain dealer, part of the prestige, the credit, for the favor enjoyed by that product in the buyer's mind will be accorded the dealer. The dealer therefore does himself a favor when he consistently features a good product, and is able to supply it to the customer.

The pricing policy is of interest. The Guild becomes one of few wine

CLAIM STAKE

Dade County (Miami) Real Estate Sales

For 1st 6 months 1944: \$71,716,930.00*

For 1st 6 months 1943: \$30,541,760.00*

* As compiled by The Keyes Co., Realtors — Miami, Fla.

*That \$41 Million increase
is incontestable PROOF
of faith in Miami's future!*

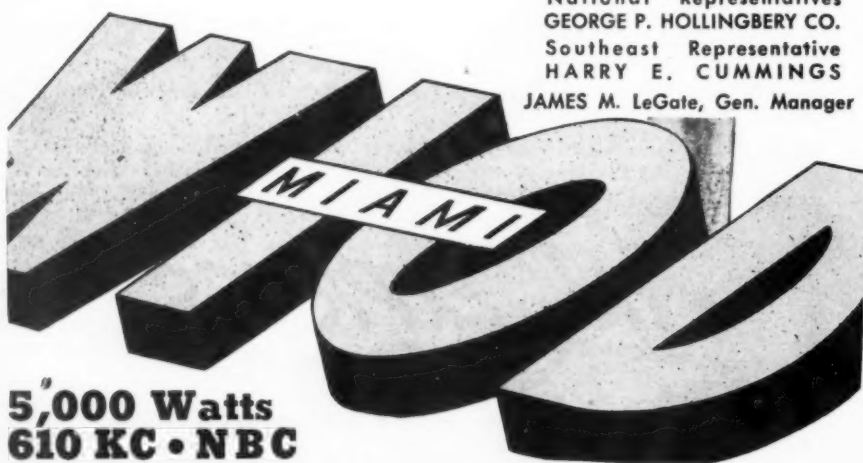
★ WIOD covers this new,
rich market as completely
as Miami's magic sun.



National Representatives
GEORGE P. HOLLINGBERRY CO.

Southeast Representative
HARRY E. CUMMINGS

JAMES M. LeGate, Gen. Manager



5,000 Watts
610 KC • NBC

organizations that have different price schedules for dry and sweet wines. The Guild's specialty is a dry ("cocktail" type) sherry called Palameno Dry Sherry. They regard it as one of the finest sherry's produced in California. It sells at a higher price than the rest of the sweet wines in the line, retailing at \$1.40, the average of the Guild wines being \$1.00. For those who like a sweet sherry, there is the Mission Cream also retailing at \$1.40. These two are the quality members of the Guild family. Otherwise, the sweet wines (sherry, port, muscatel, etc.), will sell for about \$1.00 the fifth, and the dry wines for table use at seventy-five cents the fifth. The producers consider this to be more in line with normal pricing than the current custom of some wineries to make no price differential between dry and sweet wines.

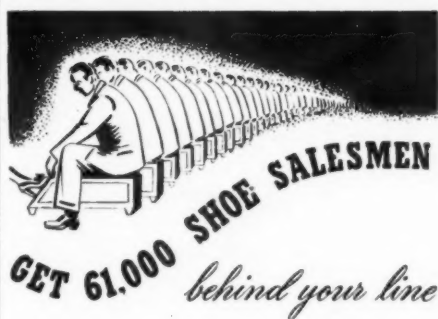
Distribution Poses Problem

This reasoning is back of the tactic of concentrated selling. With wine stocks scarce, the producer can either spread his available goods thin over a wide area, or he can concentrate his distribution. The Guild directors decided they would do the best job for their distributors and themselves if they allocated their merchandise in such a way as to concentrate enough of it in a given market to make it a factor and do a representative job. The bulk of their distribution so far is on the Pacific Coast and along the Atlantic Seaboard. Main markets are New York, Boston, Connecticut, Pennsylvania, Wisconsin, St. Louis, Chicago, and the whole of California, Washington and Oregon.

A complete selling organization has been completed, with operation direct in some territories, in others through distributors. Generally speaking, the Guild operates direct in California and New York, and through distributors elsewhere. Dealers are chosen on the basis of their own standing plus pared to put behind the wines.

When the Guild wine campaign goes into high just previous to the holiday season, dealers will be supplied with a point-of-sale set up that is very striking. This will include a half dozen or more display pieces (see illustration), featuring the trade character of the Guildsman.

Later on when materials and manpower permit, this trade character will be used in a "shingle" and identifying symbol of Guild membership for each grower-member. To identify distributors and dealers to the consumer, the shingle, probably in plaque form, will be introduced to afford a tie-up with the wine label and other advertising.

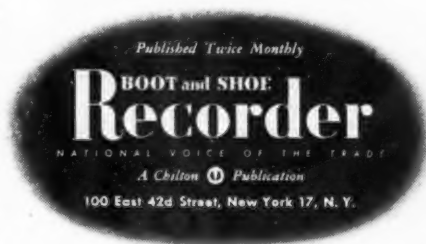


GET 61,000 SHOE SALESMEN
behind your line

How? Through the advertising columns of *Boot and Shoe Recorder*, read regularly, according to a recent Advertising Age survey, by 61,000 retail shoe salesmen.

Tell them, consistently, what you want them to know about your product . . . materials, style and construction features . . . the selling features you want them to demonstrate.

The result will be the most inexpensive, productive, word-of-mouth advertising at the point of sale that you can buy.



Did you know...

...that the Food Processing Industry is *First* in number of establishments among all American industries? *First* in cost of materials and contract work? *First* in value of products? *First* in expenditures for plant and equipment? *First* in value added by manufacture? *First* in number of electric motors? *First* in number of persons employed? *Second* in wages and salaries paid?

You can reach the men who buy for this vast industry through advertising in Food Industries.

★

FOOD INDUSTRIES

A MCGRAW-HILL PUBLICATION
330 West 42nd Street, New York 18, N.Y.

LET'S BE DIPLOMATIC

A SUCCESSFUL BUSINESS MAN knows the value of diplomacy—knows, too, that a diplomat-in-type does a better job than an ordinary printed message.

That's why 75% of the top 500 in American industry depend on R. O. H. Hill, Inc. for "Ambassadors to American Business"—letterheads, business cards, and announcements that pack a dignified wallop.

For the skilled craftsmen at R. O. H. Hill know how to design and manufacture diplomats-in-type that always create the right impression.

If you want the best there is, get in touch with R. O. H. Hill, Inc. today. The service is complete from design to finished product, or you can use any part that fits your needs. Ask for prices, samples—at no obligation.

R.O.H. HILL, INC.

Engravers and Thermographers

270 Lafayette Street, New York 12, N.Y.—CAAnal 6-6340
Designers and Manufacturers of Important Business Ambassadors.
Special Announcements—Letterheads—Business Cards—Certificates

Blueprint of a Practical Setup For Sales & Advertising Control

Three simple indexes can, if properly used, single out the territories where sales weaknesses exist . . . can spot the markets where sales promotion and advertising expenditures are out of line . . . can provide a market-by-market picture of advertising results.

BY HUGH SPENCER

Development Analyst

JUST as soon as the trade battle for sales in a civilian economy begins—and need for promotional pressure develops, one of the most immediate problems is to set up a system of sales and advertising (or promotion) control so that management can quickly and easily tell where more sales pressure should be added, where more or less advertising support is needed, and the most productive allocation of both—a system of control that unerringly and automatically points to a sales or advertising weakness wherever it occurs and flags it for office and field consideration.

Most approaches to control of sales and of promotional expenditures lead to the question of market potentials, a question which has no truly accurate answer. While it is possible, through extensive research and the multiple correlation technique, to find and weigh some of the many variables entering into the measurement of market potential, the interrelationships of these variables themselves change with time and generate new emphases. Also there are some relatively unmeasurable elements, such as the cumulative effect of word-of-mouth promotion and its opposite reaction, consumer boredom.

There Are Two Results

Appreciation of these complexities on the part of management as it drives into the problem usually leads to one or the other of two results; (1) An attempt is made to allow for as many elements as can be visualized, which ramifies into such an involved system of control that its interpretation takes more time and effort than management can afford; or (2) this cure looks so much more deadly than the disease that management gives up with a grunt and rationalizes that the old practice of guess-and-comparison-with-last-year will have to do. Neither way, of course, will adequately meet

approaching problems and accurately direct promotional efforts in the new mass market where such problems and efforts are multiplied by the very magnitude of this market. Neither way fills the requirements of a simple, basic control system which will cut

through complexities, organize operational data, and enable the executive to quickly spot substandard performance for corrective action and super-standard performance, as well, for further analysis.

As an answer to this need, we suggest what is probably the most realistic and fundamental of all approaches: that the most sure-footed road to peak performance is to start with present performance and, through effective control, to improve it as rapidly as possible without the limitation of a preconceived potential which is too low, and without the continuous frustration of a potential which is too high. This is the first principle of the



"God, Miss Watson, we have no post-war future—we've lost every shred of our sales resistance!"

Florida's PLAYING FOR KEEPS

FLORIDA'S busy channeling her rapid current of increased income and buying power into an enormous reservoir for peace-time industry.

With no cessation of her 'round-the-calendar activities, she looks with possessive eye on her thousands of new residents, her new businesses and industries, her annual payrolls, bank deposits and postal receipts . . . all of which have reached an unprecedented high.

Post-war FLORIDA has a bed-rock foundation. She has wisely invested her earnings . . . paid her debts and mortgages, and concentrated on the development of her natural resources.

The important pools of commerce and trade in FLORIDA'S three major markets, and their trading territories, are reached through the advertising columns of FLORIDA'S THREE GREAT MORNING DAILIES . . . at low cost.

TAMPA TRIBUNE

National Representatives

Sawyer-Ferguson-Walker Co.

FLORIDA TIMES-UNION
Jacksonville

National Representatives

Reynolds-Fitzgerald, Inc.

Jann and Kelley, Inc., Atlanta

MIAMI HERALD

National Representatives

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta

writer's universal Rising Average Technique for Group Control.

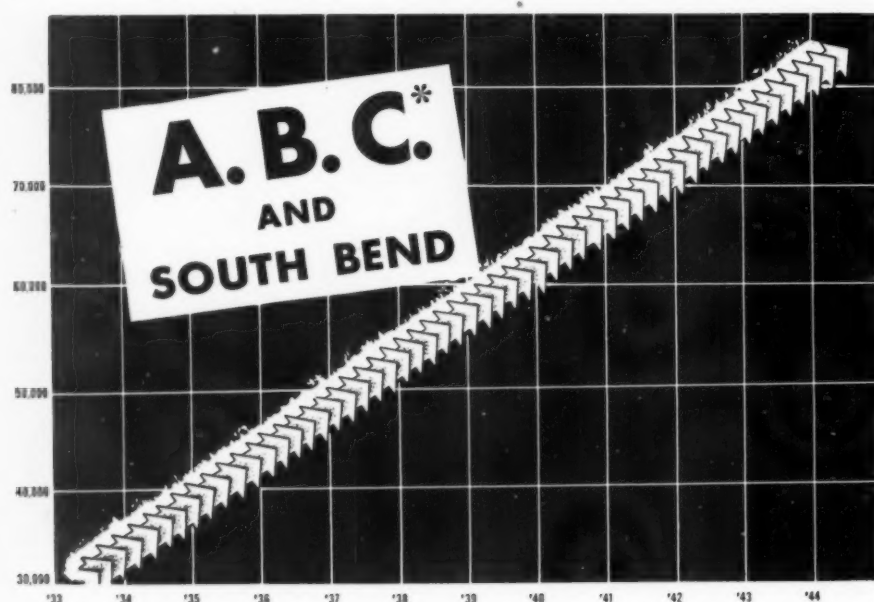
The second principle is the measurement of the performance of individual units in the group by the Average performance of the group. This not only follows through with the first principle by providing a dynamic and comparative rating for each unit in the group, but the Average itself focuses executive attention on the performance of the group as a whole and avoids the danger of being lulled into false security by a few star performers who may temporarily lift total sales unnaturally.

The third principle is well known but seldom appreciated. Few people realize that by raising the average performance of a group by one point you gain the equivalent of raising that of each member of the group by one point. For example, if the average number of daily calls made by a force of fifty salesmen is raised by only one call, the result is a total increase of fifty calls per day.

The fourth principle, the one from which the technique takes its name, is that of the Rising Average. When the units of a group are rated against the group Average, those of sub-

standard performance are quickly brought to light and corrective measures are taken to bring them up. As they improve, they cause the Average itself to rise, automatically setting a higher standard to meet. Although individual units change places, the below-average ones are always pointed out for improvement measures.

Besides this obvious advantage of separating the sheep from the goats, the selectivity which is achieved by giving each unit a sensitive rating supplies full control of the large middle group of units which management often ignores while it is rewarding the outstanding producers and sweating over the tail-enders. The dynamic nature of the Rising Average also quickly catches up with the unit that is marking time. Bill Jones, salesman, and Market Area A both have been easing along and turning in moderately above-average results. They are soon slapped with a sub-standard rating as the Average, which has risen due to the improved performance of the group, passes Bill Jones and Market Area A, marking them for attention.



* Audit Bureau of Circulations

The amazing record of The South Bend Tribune—a gain in circulation each month for eleven consecutive years—is supported by the reports of the A.B.C.

The most recent figures, however, which show a circulation in excess of 82,000, are from The Tribune's own books. The Tribune situation is more unusual when one considers that every effort has been made to hold down circulation.

The record of the Tribune began in August, 1933, when the circulation was 31,000—each month since has shown an increase over the corresponding month of the preceding year. An average of 386 new subscribers has been added every month for 132 months.

People in Northern Indiana and Southern Michigan like The Tribune—they depend on its news coverage. The Tribune's circulation, more than 82,000, is the largest between Indianapolis and Grand Rapids. The Tribune is a great post-war buy.

The South Bend Tribune

"Newspapers Get Immediate Action"

STORY, BROOKS & FINLEY, INC. National Representatives

Rising Average Technique

Summarizing, this technique of group control by the Rising Average focuses attention automatically on each individual unit by pointing out whether or not (and by how much) it is above or below the moving standard established by actual performance of the group. As performance of the substandard units is brought up, this in turn raises the Average itself so that the total accomplishment of the group goes forward as rapidly as possible without the discouraging effect of a potential or quota which is unrealistically high and without the effect of one which is too low.

The Rising Average technique applied to the control of sales and advertising (or promotion) gives the following:

1. A Sales Index rating each market area as it compares with the average. This rating is on a per capita basis so that each area can be compared directly with any other regardless of differences in population size.
2. An Advertising Index of the same type which measures advertising expenditures per capita compared with the average.
3. An Index of Advertising Results which measures your sales return

SALES MANAGEMENT

Minnesota Poll*

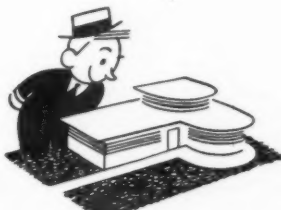
POSTWAR PLANNING
BULLETIN NO. ①

What's the first thing you expect to buy after the war?

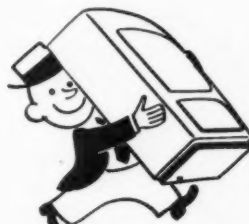
Among Minnesota's 735,000 families, these initial postwar wants get top priority



110,307 families want new cars. People like to enjoy Minnesota!



73,538 families want new homes. People like to live in Minnesota!



58,830 families want new refrigerators. People like the best in Minnesota!



44,128 families want to remodel present homes. People like to stay in Minnesota!



29,415 families want new furniture. People like to settle down in Minnesota!

And how will you pay for it?



War Bonds - 19%



Other Savings - 38%



Installments - 30%

* What Makes a Newspaper Great?

The Minnesota Poll, an impartial, scientific weekly survey report of what Minnesotans think on leading topics of the day, is one of many public service features which build reader regard for the Minneapolis Star-Journal and Tribune.

Typical example: famed Minneapolis Sunday Tribune gardening column of

George Luxton, garden editor and chief photographer, who counsels legions of Minnesota Victory Gardeners, answers avalanches of mailed-in questions, receives a telephone query every 12 minutes during planting season from novice vegetable growers (76% of state's families are raising gardens this year).

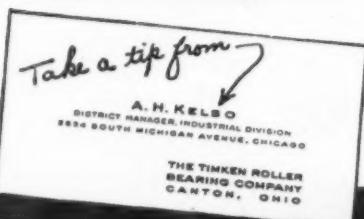
Minneapolis Star-Journal and Tribune

John Cowles, President



- Star-Journal (evening) and
- Tribune (morning)—over 340,000
- Sunday Tribune—over 385,000

"The Purchasing Agent is Extremely Important in the Sale of Timken Tapered Roller Bearings"



Candid Camera catches A. H. Kelso, of the TIMKEN ROLLER BEARING COMPANY, Canton, Ohio discussing Tapered Roller Bearings with George Colinet, Purchasing Agent of Barrett-Cravens Company, Chicago.

- Says Al Kelso, Chicago Industrial Division District Manager.

"The Purchasing Agent means everything his title implies. We of Timken have been working hand in hand with him—and always expect to. Our own advertising in Purchasing magazine has been a great help to us in the field."

Because industrial salesmen like Al Kelso have found that it pays to work with Purchasing Agents it follows that industrial advertisers should do the same!

Tell your printed facts to the same men your salesmen contact!

Paving the way for salesmen with the right advertising in the right places is good business. The right place to get your story over to the Purchasing Departments is in PURCHASING magazine. It's the one and only magazine that talks their language.

For space reservations, write PURCHASING, 205 East 42nd Street, New York 17, New York; 333 North Michigan Avenue, Chicago 1, Illinois; Leader Building, Cleveland 14, Ohio; Duncan A. Scott & Company, West Coast Representatives, Mills Building, San Francisco 4, California; Pershing Square Building, Los Angeles 13, Calif.



A Conover-Mast Publication

PURCHASING

per advertising dollar in each area as compared with your average sales return per advertising dollar.

Both the Sales Index and the Advertising Index carry in full the four elements of Rising Average Control. The Index of Advertising Results correlates the respective strengths of Advertising and Sales in each area to give you a net resultant in terms of sales results from your expenditures. Set up for action the three Indexes appear as in the sample below:

South Carolina where sales are only 22.8% of average we see from the Advertising Index that advertising expenditures there are only 28.8% of average. Undoubtedly this scant advertising appropriation for South Carolina is part explanation of the poor sales showing there.

By contrast, the Advertising Index for Rhode Island (229.2) shows the reverse situation. Here we are spending more than double our per capita average, and in spite of excellent

Sales and Advertising Control

Market Area	(1) Net Sales	(2) Sales Index	(3) Advt. Index	(4) Advt. Results Index
Pennsylvania	\$1,213,425	143.7	105.3	136.4
Rhode Island	83,800	133.1	229.2	58.1
South Carolina	37,700	22.8	28.8	79.1
St. Louis County	64,500	62.8	139.9	44.8
St. Louis City	48,000	64.2	139.9	45.9
Los Angeles City	158,000	100.0	91.0	110.0

Column (1) is your own net sales figure for each area and shows the relative sales importance of the different market areas as they now stand.

Column (2) is the per capita Sales Index for each market. The base of this Index is your average per capita sales in the U. S. A. (or total market) which is represented in the Index by the value of 100.0. For example, the per capita sales in Pennsylvania (Sales Index, 143.7) are 43.7% higher than the U. S. A. average. Similarly, the per capita sales in South Carolina are only 22.8% of average (or 77.2% below average) since that State's Sales Index is 22.8. This is a direct and comparative measure of the usage you have secured for your product in these areas. It shows that your sales in Pennsylvania are excellent. In South Carolina, however, they are very poor and the Index signals for a check-up of sales coverage, local peculiarities of the market, and also—

Column (3), the per capita Advertising Index for the market. This Index is constructed in the same way as the Sales Index and shows how the per capita advertising (or promotion) expenditures in each market compare with the average. It not only gives a true picture of how your advertising dollars in each market are allocated in proportion to the population of that market, but it has an added value when compared directly with the Sales Index. For example, in the case of

sales the disproportionate promotional spending makes Rhode Island a subnormal marketing operation as shown in—

Column (4), the Advertising Results Index. This Index is obtained simply by dividing the Advertising Index into the Sales Index, and can be described as the sales return per advertising dollar compared on a percentage basis with your average sales return per advertising dollar. For example, suppose your national sales total \$1,000,000 and your total advertising expenditures are \$500,000. This would give you an average return of \$2 in sales for every \$1 spent on advertising. Then if the Advertising Results Index for a market area is 50.0, it means that your sales return per advertising dollar spent in that area is 50% of your average return (\$2), or \$1. In this case you would be spending a dollar on advertising for every dollar of sales.

Going back to Rhode Island in the sample, its Advertising Results Index of 58.1 shows that excessive advertising expenditures there (Advertising Index of 229.2) have reduced the return to only 58.1% of the average return per advertising dollar.

With this description of the Control under our belts, we shall now make actual analyses of the six markets shown in the sample. With the exception of the sales figures in Column (1) and the data for Los Angeles, the Index figures shown are the actual figures for a nationally known prod-

The Magazines that Tracked Down 321 Killers and Escaped Convicts



CORRECTION: 322 not 321
After ad above was prepared, these N. Y. clips announced Line-Up's 322nd capture.



Somewhere in America tonight on a quiet street in a quiet town—there will be no furtive figure waiting in the shadows to kidnap another youngster...nor will a lone pedestrian walking in some city park be beaten and robbed.

Certainly not by any one of these 321 desperate killers and convicts. They will kill, kidnap, rob no more. They're in jail. Because the files on these fugitives have appeared in the Line-Up Department of the magazines of Macfadden Men's Group—True Detective and Master Detective.

The readers of these magazines—the

nation's largest unofficial, self-appointed constabulary—remembered their faces and knew what to do fast.

The captives to date credited to this Line-Up Department have reached 321; the publications have paid out more than \$32,000 in rewards to their readers.

Publications that steadfastly and tirelessly fulfill a great social purpose have a unique place in the esteem of their readers.


That esteem is an important part of the advertiser's franchise in the magazines of the Macfadden Men's Group.

MACFADDEN MEN'S GROUP **TRUE DETECTIVE** **MASTER DETECTIVE**

THE MEASURE OF A MAGAZINE'S WORTH IS ITS HOLD ON ITS READERS AND ITS VALUE TO SOCIETY

SEPTEMBER 15, 1944

[89]



KFSB
600 KC 1000 WATTS

**SAN DIEGO'S
BASIC NBC
STATION
OCT. 1st**

Complete primary
coverage for over
500,000
people who live in the
**SAN DIEGO
AREA**

You must use KFSB to
get complete coverage
of the San Diego area

**Represented Nationally
by
PAUL H. RAYMER CO.**

New York • Chicago • Detroit
San Francisco • Los Angeles

uct taken from a quarter of a recent year, and the resulting analyses are based on fact.

PENNSYLVANIA

Sales are excellent (Sales Index, 143.7). Advertising expenditures are 5.3% above average (Advt. Exp. Index, 105.3) but very resultful as shown by the Advertising Results Index of 136.4. No problem here. This market might be studied as a model.

RHODE ISLAND

Sales are very good (Sales Index, 133.1) but Advertising expenses are excessively high (Advt. Index, 229.2) so that this marketing operation is substandard in its return per advertising dollar spent (Advt. Results Index, 58.1). Recommended action: Reduce per capita advertising expenses from 129.2% above average to not more than 33.1% above average (to compare with Sales Index of 133.1). These funds can then be allocated more effectively to other areas. See South Carolina below.

SOUTH CAROLINA

Sales here are very poor (Sales Index, 22.8) and this is due in part at least to inadequate advertising support (Advt. Index, 28.8). Since this advertising is moderately resultful, though below average (Advt. Results Index, 79.1), an increase is indicated. Recommended action: An immediate, reasonable advertising increase in South Carolina coupled with a check-up of sales coverage and local peculiarities of the market.

ST. LOUIS COUNTY

Sales are decidedly unsatisfactory (Sales Index, 62.8) in spite of the above-average advertising support (Advt. Index, 139.9). This suggests that the main weakness is in the sales and distribution set-up. Recommended action: An on-the-spot field investigation in St. Louis County to check dealer affiliations, distributive channels, competitors' activities, coverage, sales personnel, etc. At the same time advertising media can be checked.

ST. LOUIS CITY

St. Louis City presents essentially the same picture as St. Louis County; except that the sales showing in St. Louis City is slightly better, possibly due to better coverage. Both city and county share the same major problems and should of course be investigated together as above.

LOS ANGELES CITY

Here the per capita sales are exactly normal or average (Sales Index, 100.0), but advertising support has

not kept pace with Los Angeles' growing population (Advt. Index, 91.0); although it is resultful (Advt. Results Index, 110.0). Recommended action: A moderate increase in the advertising appropriation for Los Angeles to keep pace with its growing importance.

Any number of additional markets would be quickly appraised as to performance by running down the list in the same way as we have analyzed the six markets in the sample Control. The three simple Indexes of control quickly single out substandard units and serve as pointing fingers to indicate where sales weaknesses lie, where promotional expenditures are out of line, and the net of both these factors in terms of the sales return on your advertising dollar—providing a faster and more decisive appraisal of performance than a more complex array of data might supply.

Then, as the indicated actions are taken (i.e. a sales over-haul and more advertising support in South Carolina; a transfer of some of Rhode Island's excessive advertising appropriation to South Carolina and Los Angeles; an urgent field investigation of distribution in St. Louis), the resulting improvement raises the Average which in turn forces all the other markets in the group to improve if they are to maintain their present rating in the group.

This is the end result of the Rising Average in action,

SALES EXECUTIVE

Desires associate with aggressive firm in, or allied with, the grocery manufacturing industry—in sales capacity.

Offers thorough understanding of all phases of food distribution and merchandising, gained in 18 years with national food manufacturer. Background well rounded with experience in field sales management and representation, sales administration, sales promotion, advertising, foreign and domestic shipping and grading.

Age 40, energetic health; character and ability references from known leaders in food industry. Aggressive selling personality, with capacity to analyze and execute sales problems and sales promotion. College education.

Still employed with same firm in sales managerial capacity but desires change, with headquarters only on east or west coast, account health of wife and child.

Present earnings better than average, but more interested in opportunity to tie earnings with successful results than in large salary.

Box 2026, Sales Management, 386 Fourth Ave., New York 16, N. Y.

newcomer crashes major leagues



A year and a half ago, nobody had ever heard of Air-Wick. Today you can buy it in thousands of stores in scores of cities. Hundreds of thousands of housewives have acquired not only the desire for Air-Wick itself, but a brand-new household habit...a brand-new way of getting rid of unpleasant household odors.

And before Air-Wick had been on the market a year, Seeman Brothers, Inc., New York grocery wholesaler and Air-Wick's national distributor, saw retail sales on its rookie product soar to a rate of \$4,000,000 a year. No sampling, no free goods, no deals paved Air-Wick's road to the big leagues. This was a success won by advertising...90% of which was concentrated in newspapers.

"Right from the start," testifies the Seeman agency, William H. Weintraub & Co., "it was our opinion that *no other medium could match newspapers* in introducing Air-Wick...because visual education on how to use the product and facsimile reproduction of the package, in a market-by-market program, were essential for success."

As Seeman Brothers and Weintraub, encouraged by Air-Wick's soaring batting average, moved into new markets across the nation, they stuck steadfastly to the formula of *frequent and consistent* newspaper advertising: an ad of 440 to 1,200 lines to break the news, followed by smaller ads ranging down to 42 lines, followed in turn by the larger ads at regular intervals. The introductory program called for one to three ads *every week* for 13 weeks...followed in most markets by continuous schedules of similar high frequency.

★ ★ ★

That's how one advertiser licked the problem of launching a new product in wartime. And that's the way newspaper advertising will be delivering results for scores of new products making their bow after the war. Meanwhile, whatever your problem, if it requires telling the people, you can't match the heavy hitters that newspaper advertising lines up on your side: visual presentation, timeliness, and complete market-by-market coverage of an audience intensely interested in advertising.



This advertisement, prepared by the Bureau of Advertising, A. N. P. A., is published by the Newark Evening News in the interest of all newspapers



Enticing potential market for America are the cities of South America—but only if our salesmen develop selling techniques tailored to tempt the tastes of this neighbor continent. These scenes in São Paulo, Brazil, typify the modernity of cities eager to trade with U. S.



An American Globe Trotter Talks of Business Prospects in South America

Most South American nations are in a mood to develop new or expanded commercial relations with the United States. The younger people like us, have confidence in us. But we still have much to learn of successful conduct of trade with our Southern neighbors.

Based on an interview by Lester B. Colby with

ROBERT C. VAN KAMPEN

*President, Hitchcock Publishing Co.
Chicago*

NORTH American manufacturers have been notoriously misinformed about their South American neighbors. As a result they frequently have been outmaneuvered by their commercial rivals — mainly, the British, Germans, French and Swiss. Fundamentally, the whole thing boils down to a matter of technique. In a commercial sense technique is a synonym for know-how or "savvy." The Europeans had it; we didn't.

For thirty years prior to the present war the Latin Americas have been

buying out of massive catalogs, some of which weighed up to eight pounds. They were printed in Portuguese for Brazil and in Spanish for various other nations stretching from the Rio Grande to the Magellan Straits. They were handsomely illustrated. Measurements were all in the metric system. To the last minute detail they were tailored to the needs of the customer and in his own tongue. They were the one concise, easily accessible source of information for the ordinary buyer.

We had nothing like it.

Five years ago the Hitchcock Publishing Co., in the business publications field for more than forty years, began research, with a view to issuing comprehensive industrial catalogs in both Spanish and Portuguese for distribution to the South. The idea was to present educational and technical data, with specifications, covering desired products manufactured in the United States. The volume would be much in the nature of a mail-order catalog except that pages or sections would represent the products of various manufacturers rather than a single company such as Sears Roebuck or Montgomery Ward.

The first edition, printed in both Portuguese and Spanish, has recently been distributed in the twenty republics "south of the border."

In it a total of 180 North American manufacturers are represented. The products offered include such items as air conditioning equipment, power equipment, machine tools, mill supplies, railroad equipment, conveyor and materials handling machinery and so on. Some of these materials are

"Alas! Am I so
soon forgot?"

HE SLEPT THROUGH A WAR!!

When Rip woke up, a *new* America had left him behind in the *old*. He had committed the fundamental error of sleeping through a Revolution. War accelerates change at a higher than normal rate. People forget faster during a war. They forget *brand names* faster too, unless they are constantly reminded by advertising, again and again. Keep WTAM's 1,253,600 families reminded of *your* brand name.

*The Cost is only \$.000073
per Family*

WTAM

CLEVELAND

☆ REPRESENTED BY NBC SPOT SALES ☆

Millions stay tuned to the
National Broadcasting Company
It's a National Habit

America's No.1 Network



A Service of Radio
Corporation of America



"General Motors has me on a merry-go-round"

**"I've got spots before my eyes
trying to figure out who to sell next. Why did
I ever open that McKittrick's?"**

ALL RIGHT, so you want to sell General Motors.

Open any directory, and you'll find 24 divisions, several subsidiaries—10 advertising agencies. Where do you start?

We say . . . start with the 91 salesmen that march into General Motors, regularly, and by invitation. Yes . . . start with the 5 major advertising-marketing magazines.

YOU'D EXPECT these books to be bought by the key advertising executives . . . and they are. But what's an open door to men like this worth . . . CHEVROLET's Holler, CADILLAC's Ahrens, BUICK's Hufstader, FRIGIDAIRE's

Bretten, GM TRUCK's Little, AC SPARK PLUG's Isherwood, DELCO's Lewis, HYATT's Porter, NEW DEPARTURE's Sigourney, ETHYL GASOLINE's Kaley?

EACH OF these GSM's pays for, and pays attention to, one or more of the 5 advertising-marketing magazines.

And don't forget those 10 GM agencies. We checked the five largest, tallied 351 paid subs. Perhaps that's why we so persistently keep singing . . .

No other medium, or group of media, can match this coverage pattern—at anywhere near comparable cost—at any worthwhile account or agency.



**You'll catch plenty of brass rings
if you're a regular rider
with the 5 advertising-marketing magazines**

**ADVERTISING AGE • ADVERTISING & SELLING
PRINTERS' INK • SALES MANAGEMENT • TIDE**

available now on priorities, but in the main the program is something for the future.

"We are getting ready to step when the war is over," said Robert C. Van Kampen, president of the Hitchcock Publishing Co. "The catalog is only the first phase of a long-term program. We are trying to do what the British and Germans were doing for a long time prior to the war."

Mr. Van Kampen and Warren Hoffman, eastern manager, have just returned from an extended air trip to all nations on the southern continent. Mr. Van Kampen visited the Pacific side and Mr. Hoffman the nations to the east. The purpose was to supervise distribution of some 4,000 catalogs printed in Portuguese for Brazil and 8,000 in Spanish for the other nations. A third man is still away. His trip includes Mexico, the Central Americas and the islands of the Caribbean.

A writer for SM recently visited the Hitchcock offices in Chicago where he asked questions of not only Messrs. Van Kampen and Hoffman, but also of Ralph A. Colorado, a technically trained linguist who is familiar with Portuguese and Spanish, and who is director of the catalog.

Confidence Increases


"One of the most promising facts in the entire picture," Mr. Van Kampen pointed out, "is the increasing admiration and confidence of the younger generation of business men down there for the United States and its products. Some of these men have studied in our schools while others have been educated in Europe. It is apparent that they like our ways better than European ways. They tell me, too, that many of the younger army officers are pro-American."

"This younger element is increasingly sold on U. S. equipment and machinery. That is going to be important in the future, for youth is taking over down there. More, the Latin Americas are no longer lands of 'manana.' They are countries of now. They have built up large credits and they are ready to spend them."

"They have become wearied, too, of the eternal wars of Europe, which they realize have inconvenienced them no end. For example: I visited one huge plant which was fully one-half out of operation for lack of spare parts. The owner said to me, 'I'll never buy in Europe again. I have no idea when I can get needed parts. If I had bought equipment in the United States, I could get the parts in 48 hours. They could be flown to Miami in a day and the rest of the way in another 24 hours.'"

Why the biggest advertising campaign ever known is not yet big enough

What news will Gen. Eisenhower get from us?



Some ABC stuff about E

WAR BONDS to Have and to Hold

YOUR NAME HERE

This is an official U. S. Treasury advertisement—prepared under auspices of Treasury Department and War Advertising Council

You don't mean you're going to let a chicken outsmart you



WAR BONDS to Have and to Hold

YOUR NAME HERE

This is an official U. S. Treasury advertisement—prepared under auspices of Treasury Department and War Advertising Council

This one's going to hurt!



3RD WAR LOAN

BACK THE ATTACK...WITH WAR BONDS

YOUR NAME

This is an official U. S. Treasury advertisement—prepared under auspices of Treasury Department and War Advertising Council

No product in the world has ever received such advertising support as American business has put behind U.S. War Bonds.

The value of the space and time devoted to selling these Bonds in the year 1943 alone has been conservatively estimated at over 100 millions of dollars.

The results have been good.

Since May 1941, over 81 million Americans have invested some 37 billion dollars in U.S. War Bonds. And while no one gives the credit for this remarkable performance to advertising alone, it is nevertheless clear that this record could not have been made without advertising's help.

But simply because the results have been so good, a real danger has arisen: the idea that results can *continue* to be good with the same, or less, advertising support.

As the War goes on, the need for funds will increase. And as the War goes on, and the 6th War Loan follows the 5th, and the 7th follows the 6th, the task of getting those funds will become increasingly difficult.

If American business is to keep up the really excellent job it has done so far in this vital matter of war financing, War Bond advertising must continue to grow in both volume and effectiveness.

Young & Rubicam, Inc.
ADVERTISING

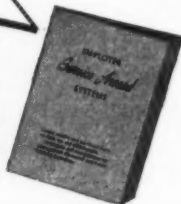
New York • Chicago • Detroit
San Francisco • Hollywood
Montreal • Toronto

HAVE YOU INVESTIGATED EMPLOYEE SERVICE AWARDS



Awards to employees "in recognition" of long and faithful service accrue direct and tangible benefits to management . . . greater worker interest in the job, stimulation of constructive worker thinking, production short cuts and improved labor-management relations.

Send for your copy of "Employee Service Award Systems", a study of the nation's executive opinion and experience illustrating tested techniques in building sound labor relations.



The Robbins Company
LABOR-MANAGEMENT DIVISION
ATTLEBORO, MASSACHUSETTS

WHERE *Selling* COPY COMES FROM

• The prospect of getting to work on business here at home is getting closer. Have you products to be sold to the process industries? Have you developed new uses for old ones? *Where, when and how* are they to be sold?

Not for a decade has there been more attention paid to market studies. In the depression they paid off in finding ways to promote products at a profit. Now, the uncertainties of a future peacetime economy again demand all available market facts.

Following this, advertising has its most important job to do. This will be *selling copy* to increase salesmen's productive time and it will be written from first-hand field information. That is the only place *selling copy* comes from.

Write for the *Industrial Marketing Check Chart* — a guide for needed market studies, and the source of copy that sells.

CHEMICAL & METALLURGICAL ENGINEERING

A MCGRAW-HILL PUBLICATION
330 West 42nd Street, New York 18, N. Y.

[96]

"The head of another large house remarked, 'We are doing a business of \$250,000 a month. As soon as the war is over we'll be doing \$500,000 a month. We will buy very largely from the United States.'

"I found other South American manufacturers and importers who were assembling a variety of company catalogs, plans and literature in spite of the fact that much of it was printed in English. The desire for information about U. S. products is little short of amazing."

"What about credits?" Mr. Van Kampen was asked.

"That's all very simple," he replied, "Just ask the local bank anywhere, 'Will you handle the paper?' The banks in these countries know their customers. Credit is their business. They have credit advisory facilities which cost nothing. Credit problems generally through these countries are more certain than they are in the United States."

"What about criticisms of our methods and practices? The gripes of the Latin Americans in their dealings with us?"

"Oh, yes, they have plenty of them. Some U. S. manufacturers have made mistakes," he replied. "As I went around I noted a number of them and jotted them down in my notebook." He reached into his desk and brought out a small book. He turned to a section listed under "complaints." Commenting as he read:

"There seem to be a number of American export agencies who operate with little more than a letterhead. They have little experience or knowledge of the export field. They fail to deliver service or give necessary information or help to distributors to aid them in making sales.

"Goods are often shipped without proper confirmation. Sometimes an order is received and shipment is not made for months or even a year. Then suddenly, the goods are sent. In the meantime, perhaps the buyer has managed to get the goods elsewhere, or conditions have changed and the materials are not wanted. If any unusual delay has been necessary the shipper should invariably obtain a new confirmation."

"Many American shippers often demand cash with orders. Suppose, after that, delays follow. I've heard of orders filled after delays of from nine to fifteen months. In the case of heavy machinery, shipping time and time for setting it up may cause an elapse of up to two years. Interest down there may cost 10%. That's a long time to tie up money. South American purchasers think it wouldn't be too much to ask, in such cases, that the terms be made 30 days after the machines are set up. They've a precedent for asking that—the British and Germans used to do business on similar terms before the war."

"Again, they complain that we often fail to package materials properly. Tariffs are based, usually, on gross weight. We should ship in lightweight, reinforced strong cases. Too often we use heavy, cumbersome containers. Our European competitors always have considered these factors, thus earning good-will."

"Correspondence with Brazilian firms should be in Portuguese; to other countries down there in Spanish. Heads of houses may be able to read English but still this principle goes. Clerks and others who may have to handle letters or orders may not know English. So don't overlook the importance of this point."



R. C. Van Kampen (second from left) discusses inter-continental trade problems with a group of young advertising and newspaper men in Venezuela's capital city. It is customary there that youth be responsible for much of the future planning.

SALES MANAGEMENT

ALF
A dic
liked
a mirr
every
scene

Eise
photo
are, b
one of
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invent

Givi
flavor
people
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of the
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SEP

He holds a Mirror to America

ALFRED EISENSTAEDT, Dean of the Candid Camera, represents one of the most liked aspects of LIFE—the ability to hold a mirror to America, to make the normal, everyday flow of life on the American scene real, interesting, even exciting.

Eisenstaedt's fifteen years' experience in photographing people and scenes as they are, both here and abroad, makes him one of LIFE's leading makers of the Photographic Essay, a new journalistic form invented by LIFE.

Giving readers the very look and feel and flavor of the big and the little places and people of America is one of the important reasons for LIFE's great popularity—one of the reasons why **NO OTHER MAGAZINE EVER HAD SO MANY READERS EVERY WEEK.**

LIFE



In the dramatic pictures Eisenstaedt took in the small coal town of Nanty Glo, the causes of the miners' discontent are reflected. Here black-faced miners line up for their pay. Eisenstaedt uses fabulous amounts of equipment for his shots, but never uses flash bulbs.



For LIFE's photographic essay on the Middle West, Eisenstaedt skillfully recaptures a familiar American front porch scene, with the aid of this Kansas family. He finds children best models of all. Hardest, he has found, are dictators, millionaires, and Bernard Shaw.



Whenever Eisenstaedt covers a story at a school or a college he is besieged with questions about photography. Feels like a movie star and likes it. Above is a typical Eisenstaedt shot taken during intermission at swank Woodberry Forest School's formal dinner dance.

SEPTEMBER 15, 1944

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"Instructions and all descriptive booklets or other material, including plates on machines, should always be in the language of the nation to which they are sent. Europeans always have observed this scrupulously. We have been neglectful. And, remember, the metric system is always used everywhere in South America. Feet and inches mean nothing. All sizes and dimensions always should be quoted in the metric system.

"We've learned much about protecting equipment and supplies of all kinds for overseas shipment as a re-

sult of the war. Goods must arrive in perfect condition. It will pay us well to remember the lessons we've learned."

"What about the reports that South American machine shops are now imitating our tools and equipment?" he was asked.

"Yes, they're doing that, in many shops," he replied. "But their products are generally inferior and they know it. The cost, too, is higher. Many of those with whom I talked told me that they planned to discontinue the manufacture of machine

tools as soon as they can get our equipment.

"Something else is happening down there. Thousands of refugees have been coming into these countries. They arrive from Germany, Austria, Belgium and other countries in Europe. Many of them never intend to return. They're fed up. They are learning the language and customs of South America and are becoming citizens. Many of them escaped with money. They know good machinery, good equipment, good materials. They will be important buyers and, if you will listen to them, they will convince you that they have little love for the countries that ran them out.

"One of their complaints is that our leading executives, meaning men in key positions in U. S. industry, are woefully ignorant of them, their ways, their requirements and their customs.

"Yankees of South America"

"The Chileans, for example, refer to themselves as the 'Yankees of South America.' They say, 'We have the same ideals. Our climates are similar. Our needs are much alike. We are vigorous and progressive—like you.'

"Another ever-present stumbling block, and one that we find especially difficult to realize, is the time element. Overseas shipments, unless by air, go slowly. In the United States we are familiar with speed. Europe understands the time consumed in ocean shipments far better. They make allowances for time automatically. We rush."

To our manufacturers and exporters Mr. Van Kampen has this advice:

The door to South America is open; wider than it ever has been. You may not have much to sell now but be ready as soon as possible. Muff the chance now, let the European nations regain a foothold and five years from now you may find doors closed.

Mr. Hoffman remarked:

"Everywhere down there they will want our goods as soon as they can get them. The three main problems to be surmounted are: (1) Credits. Their banks will solve this problem for you. Ask their help. (2) Financing. Again, turn to their banks. That is their business. They will cooperate. (3) Packing. Follow their specifications and shipping instructions meticulously. Army and Navy specifications for packaging help. The Department of Commerce has a fund of information.

"Remember that Brazil has 45,000,000 people who speak Portuguese. Many can read Spanish, but they resent being forced to use it in correspondence. You wouldn't write to England in Scotch dialect."

ROCKFORD
IS ON THE
up and up

RETAIL SALES
... Gains each month this year have been up to half a million dollars ahead of the corresponding month in 1943.

BANK DEPOSITS
... An all-time high with an increase of 20.83% over the corresponding period in 1943.

POSTAL RECEIPTS
... Highest in history, for month of July, \$87,602.95.

BANK CLEARINGS
... An increase of 35.3% over a year ago was reported by the clearing house for week ending August 5th.

111,000 Metropolitan Population
377,854 A. B. C. City and Retail Trading Zone

AT THE TOP IN ILLINOIS

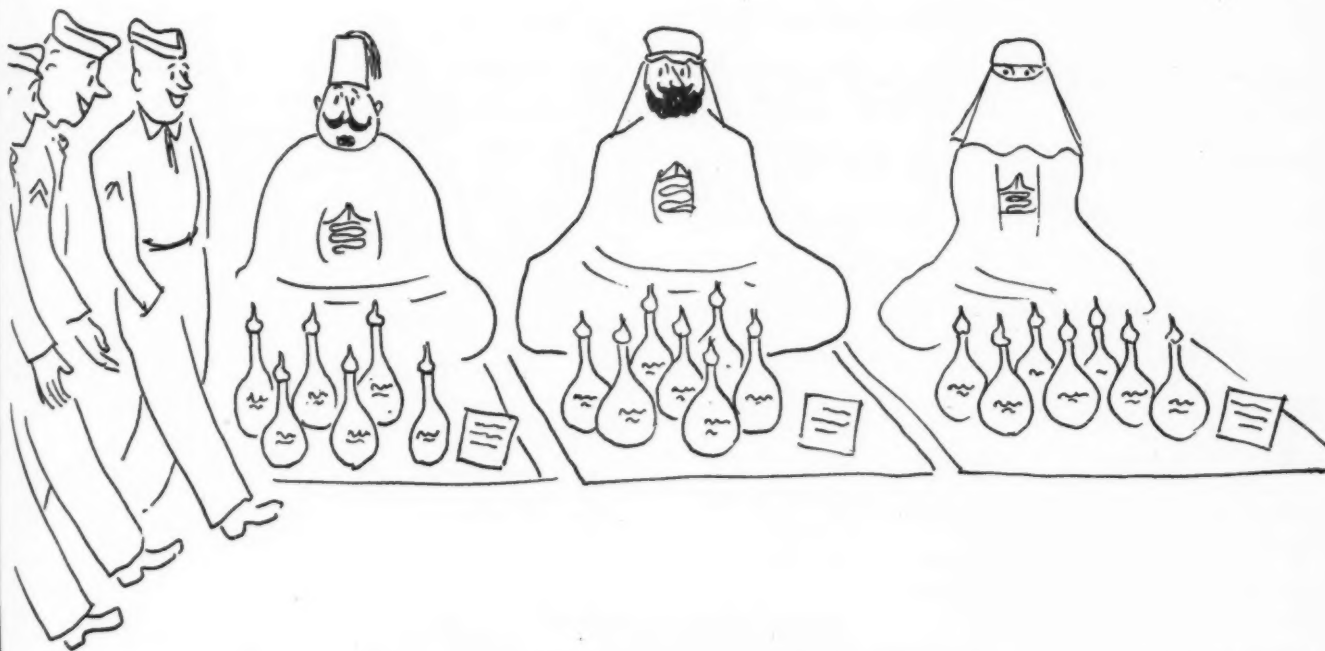
ROCKFORD

Best Test City in the Mid-West

ROCKFORD MORNING STAR
ROCKFORD REGISTER-REPUBLIC

RUTH HANNA SIMMS, PUBLISHER

Never Underestimate the Power of a Woman!



Nor the Power of the Magazine Women believe in!

A sell-out is a sell-out, our circulation department reminds us, and you can't improve upon it — nor upon what seems to have become our standard reminder to you: That these days women are stripping the nation's newsstands of each issue of the Journal within 2 weeks.

LADIES' HOME JOURNAL
Largest audited circulation of ANY magazine

Day-In and Day-Out Promotion Helps X-Acto Capture Hobby Market

This is the story of a little company that is achieving a healthy rate of growth by living close to its jobbers and dealers and pumping into these channels of distribution a steady stream of ideas for making two or more sales grow where only one sale grew before.

Based on an interview by Etna M. Kelley with

SUNDEL DONIGER

President, X-Acto Crescent Products Co., Inc.
New York City

TWO little products have grown into a line.

The family of jobbers handling the products has increased from three in 1939 to nearly 100 today.

And a tiny advertising appropriation has been lifted enough to buy space in thirty different publications.

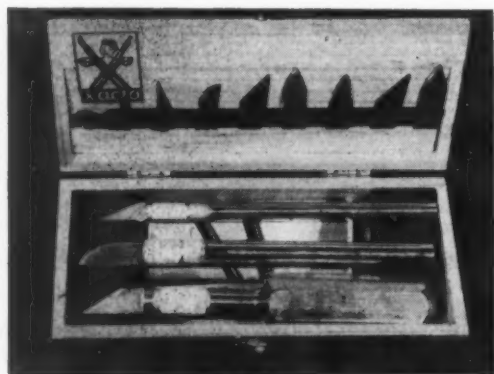
There's a nutshell summary of the career of X-Acto Crescent Products Co., New York City—a little business that is getting ahead. Nine years ago they were offering to buyers only a retouching knife for photographers and a silk screen film cutting knife. Today they have a line of products, all cutting tools, sold for more than twenty different uses, mostly to hobbyists.

The story of the reasons for their growth contains neither fanfare nor fireworks—just good routine creative selling and persistent year-around promotion. They believe in the a-b-c's of good marketing . . . on playing fair with distributors . . . on the advantage

of keeping their products constantly alive in the minds of their jobbers and dealers . . . on the effectiveness of good display as a means for attracting buyers . . . on the principle of using one sale to build business for other items in the line. . . . The

story, therefore, is principally one of achieving close tie-up between advertising and sales promotion, and keeping everlastingly at fostering the relationship.

Once a jobber has been added to the X-Acto list, there is not much chance of his enthusiasm flagging. So much is done to keep up the interest of retailers and consumers that jobbers cannot help but fall into line. Dealers are subjected to a barrage of promotional information, through business paper advertising and direct mail—to information about new products, display materials, advertising mats, instruction booklets, and many other sales aids. The management would prefer that this material go directly from the jobber to the retailer, but if inquiries by-pass the job-

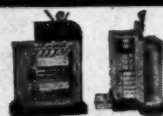


Display is the keynote of X-Acto's promotional campaign. Products, such as this DeLuxe All-Metal Kit, are packaged for their sales appeal to consumers, and display units are planned for their appeal to dealers and consumers alike. Unique device for getting distributors to feature X-Acto display material is this order form printed on a self-addressed return envelope. It makes ordering easy, provides a quick catalog of the entire line.



MR. DEALER: These Sales Creating Displays

FREE



No. 181 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



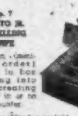
No. 182 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



No. 183 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



No. 184 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



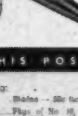
No. 185 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



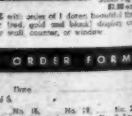
No. 186 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



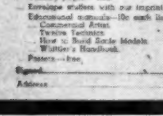
No. 187 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



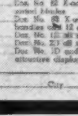
No. 188 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



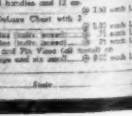
No. 189 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



No. 190 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



No. 191 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.



No. 192 DISPLAY AND STOCK CABINET CONTAINER
List \$2.00
1 dozen \$20.00
1 gross \$200.00
Shipping weight 1 lb.

GET YOURS - USE THIS POSTPAID ORDER FORM
Gentlemen, Please send us the following:
[] No. 121 - Display with mounted merchandise holding \$60.00 list.
[] No. 122 - Small display for No. 88 chest or No. 83 all round chest.
[] No. 123 - Large wall display for window with mounted merchandise holding \$10.00 list.
[] No. 124 - Company of No. 123 large wall display with mounted merchandise holding \$20.00 list.
[] No. 125 - Display chest with 3 drawers, No. 88 Pocket Knife holding \$8.00 list. Company price - free.
[] Enlarge profits with our original, educational, and profitable, the X-Acto Commercial Art, Trade, and Home Use Booklet. Write for your free copy.
[] Pastors - free.
[] Address _____ City _____ State _____
Date _____
Pages of No. 10 _____ No. 11 _____ No. 12 _____ No. 13 _____ No. 14 _____
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Pattern for WAC recruiting, created by Cleveland Ad Club, was backed by WGAR, helped swell enlistments in Fifth area.

PEOPLE

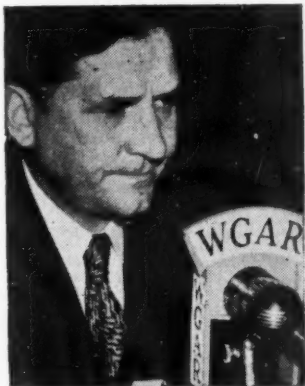
Interesting Americans brought to mike by Cleveland's friendly WGAR

PEOPLE want to hear people, believes Cleveland's WGAR—their aims, ideas and opinions. And the people who have faced its microphone are evidence of WGAR's policy of well-rounded public service programing.

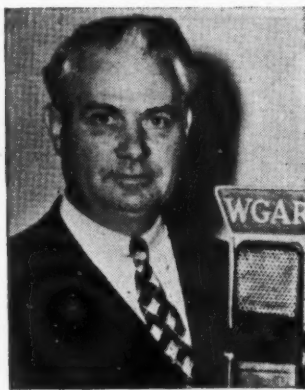
On politics, religion and topics of varying public opinion, the station presents all sides, all beliefs, all issues. There is a simple, yet meaningful, phrase by which every broadcast is measured. It is the WGAR pledge to operate "in service of home and nation".



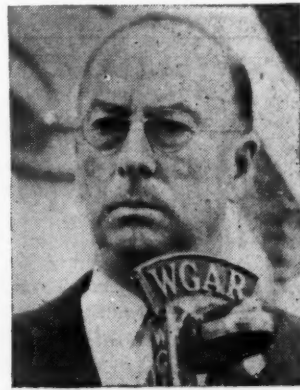
BILL JACK OF JACK & HEINTZ



GOVERNOR CANDIDATE LAUSCHE



OHIO'S OWN JOHN W. BRICKER



CHINA-ENVOY DONALD M. NELSON



Air cadets with talent were coached and aired by WGAR to build enlistments through programs dramatizing cadet life.



Street car motorette with coast guard hubby in France aids in USCG 154th anniversary program produced by WGAR.



In Illinois . . . the heart is the rich PEORIA AREA . . . where 325,000 reader-buyers will see your message in The Peoria Journal and Star.

PEORIA JOURNAL and STAR

PEORIA NEWSPAPERS, INC., AGENT

National Representatives . . . WARD-GRIFFITH CO., Inc.

NEW YORK
ATLANTA

BOSTON

DETROIT

CHICAGO

SAN FRANCISCO

SALT LAKE CITY

Wichita KFH

**SMOOTH WORK
IN BOOM TOWN!**

A selling job is smooth work, too, in booming Wichita! For Wichita has the perfect set-up for record-breaking sales today and tomorrow! Wichita's doubled population has likewise doubled its buying power per family. This lush spendable income is reflected in \$16,000,000 in retail sales monthly, topping every city in the great Southwest; in second place for sales increases in the entire Nation! Booming Wichita is an aircraft center today . . . and Aviation is here to stay! Backed by its basic wealth in agriculture and oil, Wichita will remain your easiest 'push-over' market.



Miss June Craft, who paints fuselages for Cessna Aircraft Company, does a smooth liquid stocking job for Miss Betty Sooby, Cessna office worker. Cessna Photo.

Your sales increases in Wichita will stick if you stick to that Selling Station in Kansas' Richest Market . . .

KFH

WICHITA

ASK ANY PETRY OFFICE

CBS

5000 WATTS DAY & NITE

[102]

ber, they are referred to him, and if anything is sent directly from the company's headquarters, it is sent in the jobber's name. And in the same way, if an inquiry or order originates directly from a consumer, it is sent to a local dealer. Provision is made for both dealer and jobber imprints on literature, a variety of which keeps flowing forth from headquarters.

Jobbers handling the line are chiefly in the camera, art, hobby and hardware fields. The line is not large—just three sizes of handles and eight different styles of blades, put up in seven sets which range from 50c to \$5 list. It is easy for jobber salesmen and for dealers to familiarize themselves with it, because the company brings out catalog pages showing all items, on double-spreads. Consumers have opportunities to learn about all items, not only through advertising, but through a variety of display aids, and through the company's policy of using package inserts to feature products other than those purchased.

Display Methods Get Credit

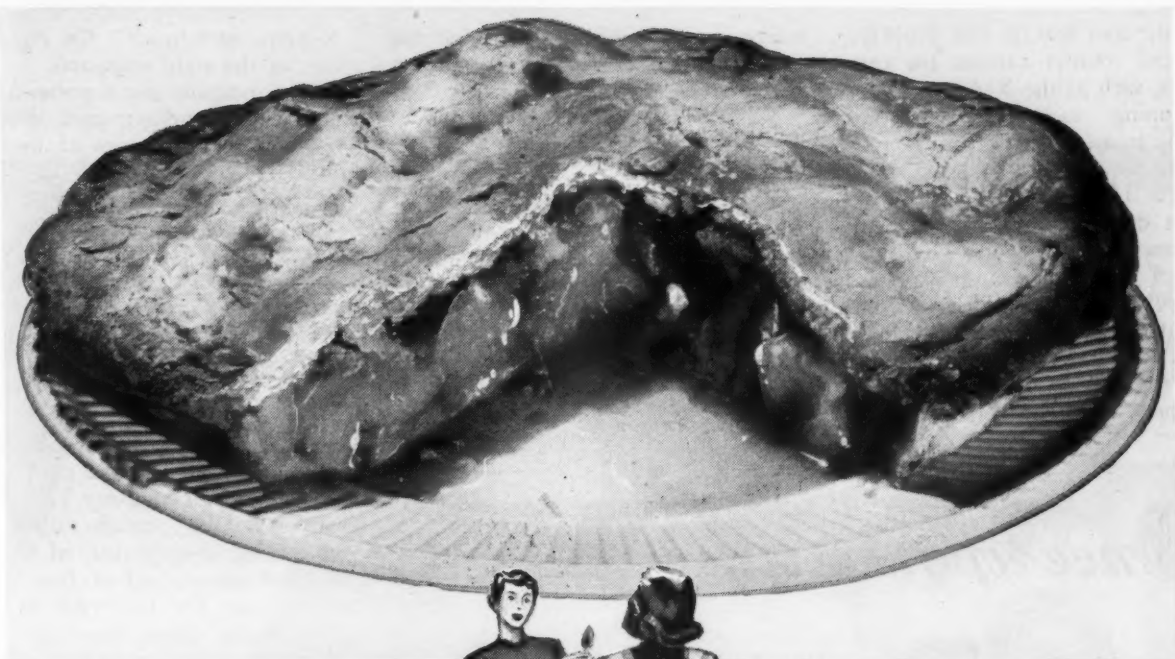
Dealers credit much of their success with X-Acto merchandise to the firm's display units. The most familiar (to consumers) is a combination display and stock cabinet which is to be found on the counter of 5,000 stores, or nearly every one in the country handling hobby-craft tools. It is made of light primavera and walnut, with a transparent acetate front, revealing, on a center shelf, the combination set of two knives sold at \$2, and the individual knives on the bottom. Suspended from the top of the unit are eight blades, with sizes indicated. On the top of the unit is the crossed-knife little man, known in the trade as "Mr. X-Acto," in red, blue, and silver. The back of the unit is used to store reserve stocks, both packages of the knives in sets and individual blades. The unit displays the entire line of hobby knives, with the exception of one of the boxed combinations. That particular chest has a special display easel, with Mr. X-Acto back of it, and is shown separately, open, with its contents revealed.

The items in the line are attractively packaged and have considerable display value in themselves. This is particularly true of the assortments in chests, such as the De Luxe All Metal Knife assortment, which comes in a blonde wood, hinged chest.

The packages are so attractive and so well adapted for display in their own right that it would not excite comment if the company failed to provide counter and display units. But

SALES MANAGEMENT

SEPT



HOME MADE... and dee-licious!



...another recipe from GRIT

Grit Americans eat well. And part of the reason is the proven recipes homemakers clip religiously from the women's pages of Grit. Alert to the interests of small town women, Grit's women's pages are designed to serve them most effectively. As a result, Grit is considered "required reading" among homemakers of Grit America—the Heart of Small Town America. Grit America is 15,066 towns of less than 2,500 population, with a total of more than 2,060,000 families. Grit's more than 500,000 weekly circulation includes 1 out of every 5 of these families.

YOU CAN DO A MORE COMPLETE SELLING JOB WITH



SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY

with more than 500,000 weekly circulation

GRIT PUBLISHING CO., WILLIAMSPORT, PA.

★ REPRESENTATIVES ★

Osborn, Scolaro, Meeker & Co. and The John Budd Co.

**BIGGER FAMILIES TO FEED
IN GRIT AMERICA**

Grit families are 27% larger than average

(Grit Reader Survey—1944)



**MORE YOUNG CHILDREN —
MORE FOOD TO BUY**

406 children under 4 years per 1000 Grit families
242 children under 4 years per 1000 U.S. families

Source: Grit Reader Survey, 1944, and U. S. Statistical Abstract, 1942 (figures projected)

it not only does this, it also provides posters and counter cartons for certain items, such as the X-Acto Junior, the shipping carton which can be quickly transformed into a counter dispensing unit. An item known as the X-Acto Hand Drill and Pin Vise (a recent development) has its own easel poster, in black, with white lettering and red backgrounds for the dozen drills which can be affixed to it. An interesting feature of the promotion for this product is that the tops of the letters *b* and *l*, in the name, wherever used in promotion or

advertising, resemble a drill, and the letters of the word *Pin* in the product name have pin heads and points.

Some of the firm's display aids are of an educational nature. For example, there is a gray poster sheet with larger-than-life size drawings of eight X-Acto blades and a description of the uses of each. The heading of this poster is the familiar little X-Acto man, under the line, "X-Acto says," and a balloon, in red letters, with his statement, "Every X-Acto Blade has a specific purpose." This, in a nutshell, is the principle behind the selling of

X-Acto—merchandise the *right* blade . . . of the right sharpness.

The company also supplies a variety of envelope stuffers, some devoted to specific items or types of items, and others to larger sections of the line. Typical of those in the first class is the leaflet on the X-Acto pocket knife, "That's Always Sharp," with its easily renewed blade, retailing at \$1, with two extra blades. The leaflet contains drawings of the knife and its package, of five different uses for it, and of the four steps in renewing blades "fast."

Typical of the leaflets devoted to several items is the one entitled, "To the Very Heart of Every Ticklish Cutting Job." It contains illustrations, with brief descriptions, of three individual knives, and of four sets, including the De Luxe All Metal X-Acto Knife Chest, retailing for \$5. It also contains drawings of eight different blades and of the X-Acto hand-drill and pin vise. Two hundred and fifty thousand of these circulars have been distributed, part of them as package inserts with other X-Acto items. On all such stuffers, there is provision for the jobber's or retailer's imprint.

Facility in Ordering

One piece of sales literature which has proven highly effective is a business reply envelope to be returned to jobbers, with pictures and descriptions of merchandise and an order blank printed on the inside of the envelope.

The order blank printed on the inside of the envelope makes ordering simple. It is in letter form, with space for the date and for the sender's name and address. There are squares for checking items wanted, with blanks for numbers of packages, or of dozens wanted. With this blank alone, a dealer could order a well-rounded supply of stock and a set of display material (the 101 unit is given free with a purchase of \$60 worth of goods), and such promotional aids as catalog pages, envelope stuffers and educational manuals. Since an en-

Once upon a time . . .



there was a little city
of 200,000 population
called **SAN DIEGO**,
situated on a great har-
bor at the southwestern
tip of the United States

-but that was way back in 1940

About SAN DIEGO

- Southern California's second market
- California's 3rd city in population
- Tie for 2nd place in spendable income among California cities over 250,000 [\$1924 per cap.]
- 23rd richest agricultural county in entire U. S.!
- Spendable income per capita 74% above U. S. average
- An "A" city on your newspaper advertising schedule

Reached with one outstanding newspaper "buy". The *San Diego Union and Tribune-Sun* [124,000], or the *Sunday Union* [94,000].

**REPRESENTED NATIONALLY
BY WEST-HOLLIDAY CO., Inc.**

New York • Chicago • Denver • Seattle
Portland • San Francisco • Los Angeles

**Now, Mr. Postwar Sales
Engineer, you have a
new set of facts to guide
your exploitation of the
San Diego market.**

San Diego
**UNION
and
TRIBUNE - SUN**

Union-Tribune Publishing Co.
San Diego 12, California



ONE REASON WHY
"No Burton Browne
client has a com-
petitor with better
advertising."

E. C. "ED" ROHRS
Copywriter of imag-
ination and resourcefulness. A man
of good ideas and the ability to
couch them in words that sell.

**BURTON BROWNE
ADVERTISING**

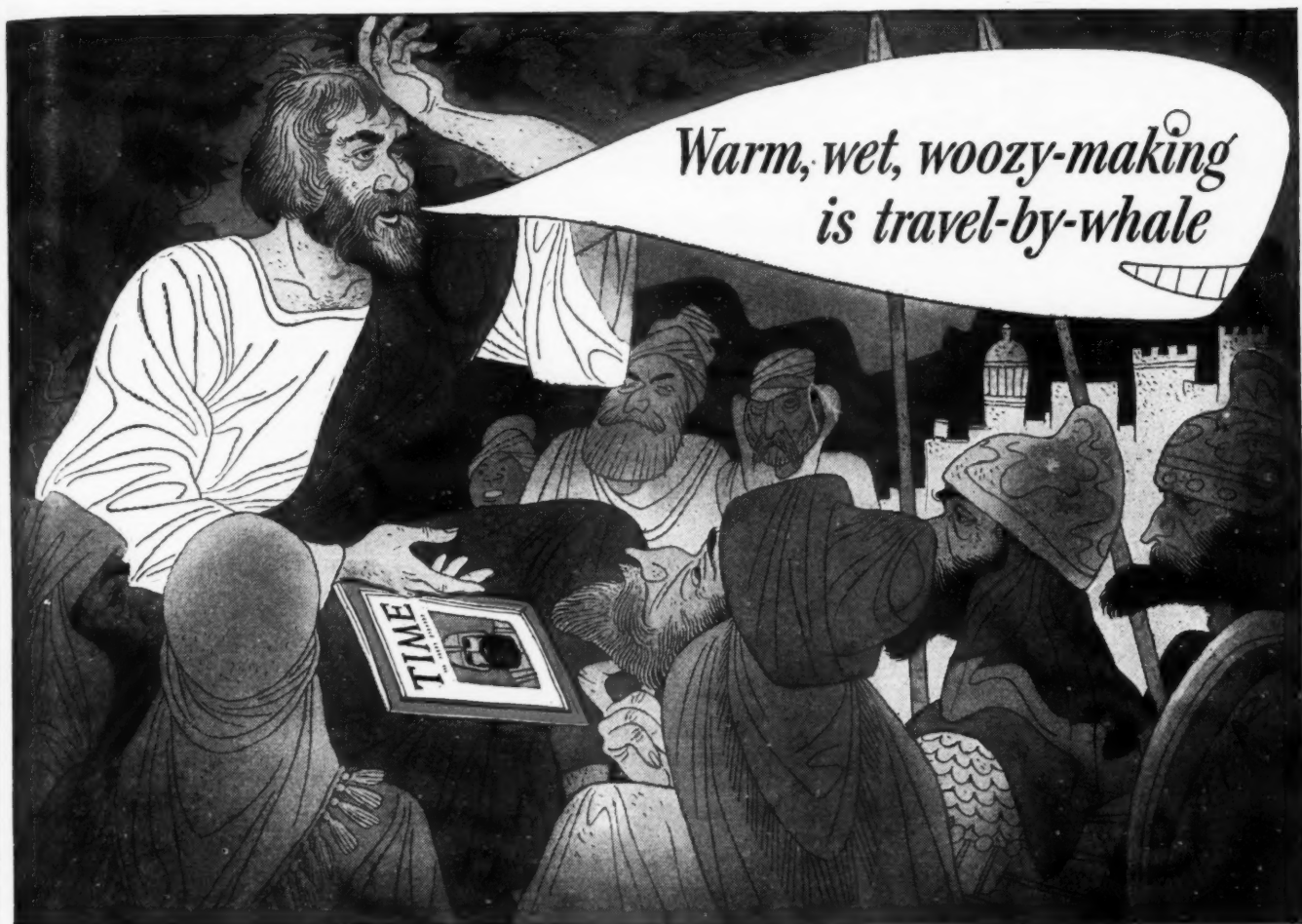
150 E. SUPERIOR ST.
CHICAGO • DEL. 3800



SALES MANAGEMENT

Great Travelers of Yesterday

JONAH (A long, long time ago)



Had TIME been published 'way back in the parable days, these are the words with which Jonah might have described his whale-belly wanderings through the Mediterranean to the goggle-eyed

gentry of Nineveh at his journey's end.

For Jonah would almost surely have been a faithful reader of TIME, as most travelers are today.

GREAT TRAVELERS OF TODAY

TIME readers travel a lot more than most Americans and can afford to travel a lot better. If you could see how they live at home, you would know what they demand away from home—whether traveling by land, by sea, by air.

Surveys show, for example, that half of TIME's family heads have travelled by plane—have flown more than two and a half billion miles already.

TIME is the magazine that Pullman car passengers, pre-

war cruise passengers, people who stop at the best hotels, read and prefer. TIME has been overwhelmingly voted the favorite magazine of top travel agents—the men who arrange America's jaunts and journeys.

That is why TIME has been the leader in Travel, Resort, and Hotel advertising for nine consecutive years (except for one year when it was second). And TIME will be the leader in the postwar years—for TIME is tops with Americans who are going places.

TOPS WITH PEOPLE WHO ARE GOING PLACES



velope has the jobber's name on it, no writing is necessary except the filling in of check marks, quantities, and the signature and address of the dealer. These envelopes are extremely popular. On the day when SALES MANAGEMENT's reporter visited the X-Acto office in New York City, an order for 7,000 envelopes had just come in from a jobber in the hobby field. The first printing of the envelopes took place last May. Since then, nearly 100,000 have been produced.

Each month 10,000 copies of the house magazine, "X-Acto Blade," are

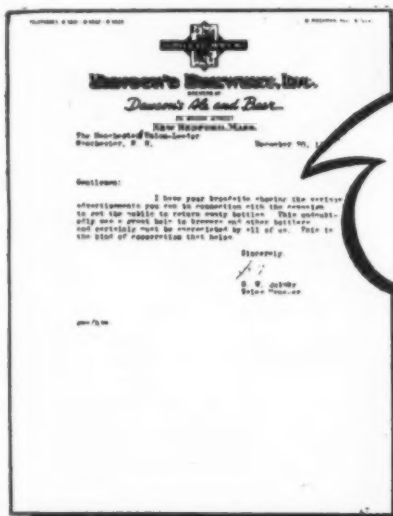
sent to dealers, through jobbers, whose names are imprinted as a courtesy line at the foot of the front cover. Self-styled as "A monthly barrage of Useful Information, Profit Ideas, Sales Helps, News, Views and Correspondence," this four-page publication tells about new products or refinements of old products, shows pictures of them, tells about available dealer helps, gives selling hints, reproduces letters from consumers, dealers and jobbers. Suggestions culled at random from a recent issue include, in effect, "Sell to your local post exchange—every soldier who buys X-

ACTO knives will be a long-term customer in peacetime;" and "Call on hospitals and Red Cross Chapters where occupational therapy work is done . . . modeling, whittling, arts and crafts are genuine aids in recuperation therapy." A picture of a new package for knife blades carries the caption, "We couldn't improve the blade so we improved the package." A contest for dealers, with a prize of \$5 for the best last line to a limerick about X-Acto, was recently announced in the house magazine.

An interesting point about the X-Acto company is that it is not content with supplying a wealth of dealer aids, to be offered through jobbers. It keeps after its jobbers so that they cannot help being conscious of these aids, so that they are constantly reminded of them—making it easy for jobbers to order both merchandise and selling aids.

For example, there was the letter sent out to jobbers in July, over the signature of David Goldberg, in charge of sales promotion. "It is my business to help your dealers sell more X-Acto knives," stated the letter. "The more they sell, the more profit for you—and for us. I'm anxious to help you increase your turnover. That is where profit lies."

Explaining that X-Acto knives sell on sight, but *must be placed so they can be seen*, the letter then listed the



"A
GREAT
HELP"

More and more advertisers are enthusiastically endorsing the values they get from the Manchester Union-Leader. The Dawson's Brewery, Inc. is only one of hundreds to successfully tap

Manchester's prosperous Primary Zone market of 359,000 people through space in the Union-Leader. And particularly effective are the excellent, sales-building merchandising services offered by New Hampshire's No. 1 newspaper.

EXTRA MERCHANDISING SERVICES GET RESULTS

1 Full-time staff for pre-war type merchandising service—dealer display; surveys; printing and mailing letters, post-cards, broadsides, etc.

2 Careful attention to position treatment on all copy. Large and small space advertisements receive the same fair handling.

3 A well-established and influential trade paper. Also, a bi-monthly Food News Letter covering important New Hampshire food and drug trade.

4 Enthusiastic cooperation of New Hampshire Association of Retail Grocers, aiding new product penetration, retail distribution and mass displays.



**MANCHESTER
UNION-LEADER**

MANCHESTER, N. H.

NATIONALLY REPRESENTED BY GEORGE A. McDEVITT COMPANY

You will find the following booklets a valuable aid in measuring New Hampshire as a market for your product, and the effect of the Union-Leader on consumer acceptance of it. Available upon request to all advertisers.

Manchester, Your Test City
Plus Services That Sell
Wholesaler Coverage of
New Hampshire's Retail
Food Trade
Analysis of New Hampshire
Retail Food Sales

We'll Buy Back Your Copy of

THE SURVEY OF BUYING POWER

. . . and we aren't spoofing!

. . . The paper shortage has played havoc with the demand-and-supply theory. Orders for the Annual Survey of Buying Power continue to greet us in the morning mail, and our stock is completely exhausted.

. . . Therefore, if you have a copy of the May 10, 1944 Survey of Buying Power, with all pages intact, we shall be happy to buy it back from you at its regular price of \$1.00.

. . . No need to write . . . just print your name plainly on the outside of the package; a check will be forwarded to you at once.

SALES MANAGEMENT
386 Fourth Ave., N. Y. 16, N. Y.

advertising and display aids recently developed, in outline form. Attached to the letter were samples of these items themselves, or literature dealing with them. The newest envelope stuffer for dealer mailings; the newest return envelope order blank (on which the jobber's name could be printed); the newest double-page catalog—all were attached. In addition, there was a descriptive folder on the new X-Acto Mat Service, with reproductions of the first four ads. (These are for dealers, but are made available through jobbers.) Electros for the jobbers' own catalogs are also available, and these were described and their illustrations shown, in material accompanying the letter. Illustrations and descriptions of the display aids available also accompanied the letter. A return postcard was enclosed. At this writing, the letter has been in the hands of jobbers less than a month, but 20% of the 140 who received it have already ordered the selling aids offered with it.

Utilize Booklets Also

Educational booklets have been used to good purpose by X-Acto as a means of helping dealers and jobbers increase their sales of knives—and, incidentally, of other merchandise. The first booklet in the series was brought out shortly after Pearl Harbor, to tie in with the Government's project of training boys in aeronautics before they are eligible for military service. The booklet, entitled "How to Build Solid Scale Model War Planes," has had a sale of over 50,000 copies, and is now in its third printing. It was made available at a price which would permit a dealer to sell it for ten cents. The company has given thousands of copies away and encourages dealers and jobbers to do likewise, since easily assimilated instruction is a potent sales force in the hobby field.

The second instruction book brought out was intended primarily for teachers, though students have also used it. It is entitled "Twelve Technics

for the Artist, Student and Teacher," and it deals with such subjects as scratchboard drawing, photo montage, stenciling, silk-screen printing, collage, mat cutting, and other craft work. It is now about to go into its second printing of 25,000.

"The Whittler's and Woodcrafter's X-Acto Handbook," was the third in the series. It is addressed to amateur and advanced students of wood carving. The fourth and last is "The Commercial Artists' X-Acto Handbook."

The book on model-building was written by Jesse Davidson, of *Flying Aces* magazine; the last two are by Martin Prehn, an authority on crafts and commercial art. The same plan was used in merchandising each. All were advertised in their respective fields—the book on model-building in model magazines; the ones on art technics in artists' and teachers' magazines, and so on. And in each case, the plan of sending inquiries to local dealers was followed. Advertising is placed through the agency of Casper Pinsker, New York City.

Ten years ago there was no such thing as X-Acto knife. Today there are millions in use, and ten times as many blades.



40% of this PIE is ST. PETERSBURG

Tampa and St. Petersburg together make up one market—and 40% of this market is St. Petersburg. This 40% represents the highest per capita buying power in Florida.

You cannot cover St. Petersburg by using Tampa newspapers. No Tampa newspaper has as much as 300 average daily circulation here. Get complete coverage. Work both sides of the Bay. Use St. Petersburg newspapers too.

ST. PETERSBURG NEWSPAPERS SERVICE

St. Petersburg Times—Evening Independent

Represented nationally by
THEIS & SIMPSON COMPANY, INC.
In Florida by V. J. Obenauer, Jr., Jacksonville



... another of the Nation's
Leaders Using The Blue Network!

A leader in its field, Philco's "Summer Hour," starring Paul Whiteman, gives its Hallmark of Quality to The Blue Network.

HOW YOU JOIN THE "BLUE BOOK" OF RADIO

At the moment it's easy. Ask us for information on any one of several daytime fifteen minute strips now open. Surrounded by programs sponsored by some of the nation's biggest and smartest radio buyers, these strips deserve immediate action.

NEW YORK • CHICAGO • HOLLYWOOD
SAN FRANCISCO • DETROIT • PITTSBURGH

PACIFIC BLUE NETWORK

We can't get larger space in which to tell a most important story—"Meet Your Contractor-BUILDER Customer."

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

*These are the men that are going to do the building that all the talking is about.

PRACTICAL BUILDER

59 East Van Buren Chicago 5



**NATIONAL
LOOSE LEAF
COVERS**

The busy reservation clerks speed paper work with National Covers at A. A., La Guardia Field, New York.


*help American Airlines, Inc.
To "Keep 'em Flying"*

On the ground, as in the air, American Airlines, Inc. are generous users of NATIONAL LOOSE LEAF COVERS to keep records in order for quick index reference, constant change and ease in handling. Over the Route of the Flagships they know the value of LOOSE LEAF . . . and the quality and stamina of NATIONAL COVERS.

In planning your new postwar catalogs, price lists, instruction books, manuals and the like (which you should be doing right now) plan the LOOSE LEAF way. There are many reasons why . . . among them . . .

- ★ EASY ADDITION AND REMOVAL OF PAGES . . . keeps up-to-the-minute on changes in merchandise and prices.
- ★ AMPLE ROOM FOR FUTURE EXPANSION . . . most important in new postwar catalogs, which may start small and grow fast.
- ★ IDEAL FOR INDEXING . . . more necessary than ever in days to come for instant reference and quick finding of data.
- ★ CONVENIENCE OF OPENING . . . sheets lie flat for quick easy reading.
- ★ SAVES PAPER . . . specific pages for specific purposes . . . no waste.

We'll be glad to advise and provide constructive help in your planning. Write us . . . or, if you prefer, our representative will call.



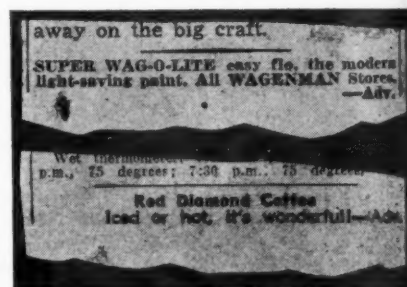
NATIONAL BLANK BOOK COMPANY
ENGINEERS AND MAKERS OF LOOSE LEAF COVERS
HOLYOKE, MASSACHUSETTS
NEW YORK CHICAGO BOSTON SAN FRANCISCO

Newspaper Spot Ads: Answer to Paper Shortage

THE newspaper spot announcement ad is back with us. So much so that a glance at the daily newspapers reminds one that history is repeating itself—back to the days of 1784—the days of John Dunlap and his *Pennsylvania Packet and Daily Advertiser* when spot announcements occupied the bulk of the first page of newspapers.

The present limiting of newsprint has increased this type of advertising. Many advertisers denied the right to display space have found an outlet in spot reading notice advertisements which appear on the front page or on inside pages of newspapers, directly following or alongside important news items.

Inquiries about the spot reader have also increased so much that a study has been prepared at the request of various advertising agencies. In cooperation with Standard Rate and Data Service, the Kelly-Smith Co., national newspapers representatives, have compiled and correlated data



Haven't you spotted more of these lately?

covering spot announcements for newspapers of the United States.

A questionnaire was mailed by Kelly-Smith early in May to every daily and Sunday newspaper in the country, asking their cooperation in standardizing rates, type faces, and handling of this type of copy. The response has resulted in a booklet titled "National Spot Advertising," which is a complete study of first-page and inside-page reading notice rates of the daily newspapers of the country.

Kelly-Smith reports that it is the first compilation of its kind; and that many publishers who returned a filled-in questionnaire found it highly profitable to contact local retailers and sell them on the idea of spot announcements, with the result that in some cases they sold a retailer space across each of the eight columns.

A copy of the booklet will be mailed without charge upon request to the Kelly-Smith Co.

SALES MANAGEMENT

PICTORIAL REVIEW

More than ever
the FAVORED READING
of 1,500,000
PACIFIC COAST HOMES



The Hearst Examiner
August 18, 1944

PRELUDE
TO
Attack!

William Reusswig on the Spot
for Hearst Newspapers

THE WORLD'S GREATEST war requires the most detailed advance preparation. This especially is true with the Allied air forces which must run exactly on schedule, over a definite route and hit the target right on the nose. In order to accomplish this, the air invaders must get complete instructions preliminary to invasion accurately and clearly. The noted artist, William Reusswig who has been with the Allied armies in their attacks on France and who is picturing the liberation of Europe especially for the Hearst newspapers, shows here how officers and a group of paratroopers gather for briefing before launching a surprise landing on French soil well back of enemy lines.

In New, Improved Format Every Sunday in the "Big Three"

The great new PICTORIAL REVIEW is everything the name implies—with smashing new emphasis on the *pictorial*! Note the striking pages of photos and pictures dramatizing great war events.

Look at the big-name writers—Louella Parsons, Damon Runyon, "Bugs" Baer, Elsie Robinson and many others!

Stop and laugh at the pages of smart, sophisticated humor, cartoons and

sketches in color by America's top illustrators.

Then study that giant Entertainment Section, with its photos, news and features of Hollywood, Broadway and the world of music, together with the complete local Theatre Guide.

Right!—The new, improved PICTORIAL REVIEW must be seen to be truly—and newly—evaluated!

THE BIG THREE

PACIFIC COAST

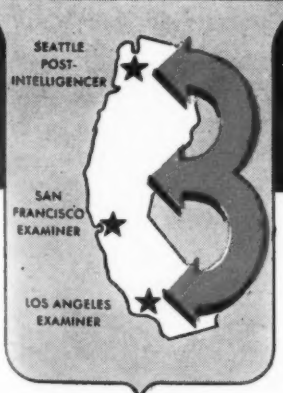


PICTORIAL REVIEW

SUNDAY GROUP

National Representatives: HEARST ADVERTISING SERVICE

"THE BIG 3"



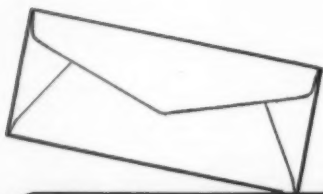
SEPTEMBER 15, 1944

[109]

PITY THE POOR OFFICE BOY!

Tension Envelopes seal easily and stay sealed. Office boys finish quicker ... mail gets out faster... letters and enclosures arrive in perfect condition.

Tension knows how!



TENSION ENVELOPE CORP.

NEW YORK 14, N. Y.
ST. LOUIS 3, MO.* MINNEAPOLIS 15, MINN.*
DES MOINES 14, IOWA* KANSAS CITY 8, MO.*

*Originally Berkowitz Envelope Co.

21 YEARS OF
Leadership!

W
590 K.C.

BASIC
NBC

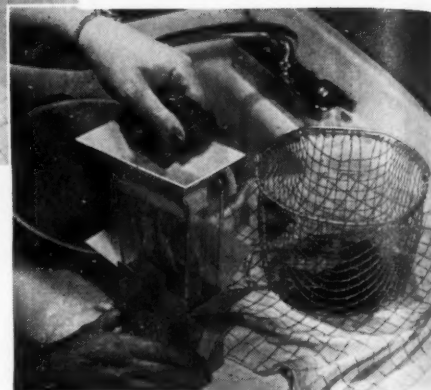
W
5000 WATTS

OMAHA + 333
COUNTIES

JOHN J. GILLIN, JR., PRES.
JOHN BLAIR & CO. REPRESENTATIVE



Above: Adelaide Fellows, Consumers Institute staff member, shows how greens are first thoroughly cleaned in cold water. At the right: Greens are drained and the water is entirely squeezed out.



Frozen Foods Film Produced By G-E Consumer Institute

IN VIEW OF THE SOARING DEMAND for more information about the preparation of foods for freezing, the General Electric Consumers Institute's new movie on the subject is particularly timely. It's the first 16-mm full-color sound motion picture devoted to the entire preparation process.

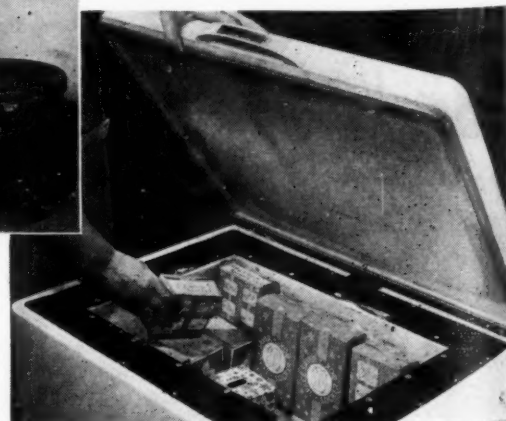
The film includes demonstrations on how properly to prepare fruits and vegetables for the freezers and how to cook frozen foods as well as details on cutting, types of packaging and wrapping for meats, fish, fowl.

The movie was produced under the technical direction of Dr. Donald K. Tressler, manager of the Consumers Institute, who pioneered the frozen food industry back in 1929.

General Electric Co. is making the film available to utilities, department stores, locker operators, REA cooperatives, schools and colleges for showing wherever an interested group of consumers can be assembled. Bookings for the film will be made through the G-E district offices.



Left: Heat sealing of packages is most important to prevent desiccation during storage. An electric hot plate, hand iron, or curling iron may be used. Below: Labeled package is placed in freezer.



Montana: Where the Scenery Is Better than the Market

Sales Management's roving reporter appraises the post-war outlook in a state where one company—and one industry—dominate.

BY A. G. MEZERIK

"GO WEST, young man" doesn't seem to be advice which Americans are taking about Montana. They haven't been taking it for the last twenty-five years, for during that time Montana has lost population steadily. And the pace has been increasing since the war started. The story revealed by a count of ration books indicates that 90,000 fewer people are here than before the war, which leaves about a fifteenth as many people as live in New York City in an area as wide as the distance between New York City and Toledo.

Many Untapped Resources

Many are the reasons which are given for the paucity of people here. Underlying all the reasons of social, political and economic consequence in this state is the great hold of the Anaconda Copper Mining Co. Referred to as "The Company" by everyone, its influence extends into just about every nook and cranny of the state. The easy parallel, which occurs to the observer, is with certain southern states where absentee ownership has long held overlordship. But the comparison doesn't go all the way. The resources in Montana are still largely untapped, while in the South they have been continuously tapped for one hundred years. In Montana labor and the farmers are much farther along in organization, and the standard of living is considerably higher. These are the differences in Montana's favor. Faced with the barony which Montana is, the wonder is how the people of this state surrendered its birthright without losing a civil war as the South did.

The answer comes piecemeal from the heads of the State Government, the Chambers of Commerce, the bankers, the merchants, and the labor unions. After the gold strike came the discovery of copper and "The Richest Hill on Earth" in Butte. The fight for control of that hill has been recorded in chapter and verse as an epic of lusty banditry. When the smoke of battle had cleared away "The Company" owned the hill and proceeded to get on with the business of dominating the state. Largest user

of electric power in the state, "The Company" early moved in on the utilities. As greatest shipper on the railroads, it found friends in the Jim

Hills and other magnates. And by far the state's richest firm, Montana's banks were taken in tow. In the early days at least, able and willing to buy and sell legislators, control of town and state was soon accomplished in a manner which has become legendary. Newspapers came under "The Company's" wing; public opinion was molded. The circle complete, America's largest barony was carved out, its area—the third largest state, its castle—the rich hill which lies in Butte and casts its shadow over the entire state of Montana.

OVER
ONE BILLION DOLLARS

(\$1,302,376,000)

in

*Effective Buying
Income*

in the Nation's

**9th LARGEST
MARKET**

(In 1943 from May 10, 1944, Sales
Management Survey of Buying Power)



RIDDER-JOHNS, INC.—National Representatives
NEW YORK CHICAGO ST. PAUL
342 Madison Ave Wrigley Bldg. Dispatch Bldg.
Newspapers Get Immediate Action



THIS LITTLE ADVERTISER

went to market

(but he wasn't any "pig")

Last July J. W. Landenberger & Company of Chicago decided to test the voice of WENR and one of its most ardent disciples, Beulah Karney. They wanted to see if that heretofore winning combination would draw any requests for Footlets, those miniature socks that protect stockingless feet from shoes and vice versa.

Two one-minute announcements were planned but look what happened!

2200 letters were received within twenty-four hours of the first plug. The client, overwhelmed, cancelled the second one. In all, 5169 requests came pouring in.

We quote: the result was twice the total returns received from another similar test on another station—end of quote —AND:

Quote: we want to take this opportunity to thank you and Miss Karney for your cooperation and to assure you that we are thoroughly sold on WENR—end of quote.

Just goes to show what can happen when you don't confine your message to Chicago but tell it to no less than one tenth of the nation—at a lower cost per 1000 families than any other Chicago station.



ONE-TENTH OF THE NATION...over

Chicago's Basic Blue Network Station
890 kc.—50,000 watts—clear channel



Owned and Operated by The Blue Network Company • Represented Nationally by Blue Spot Sales
NEW YORK • CHICAGO • SAN FRANCISCO • HOLLYWOOD • DETROIT • PITTSBURGH

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On that sequence of events, nearly everyone, including even legislators, agree. It makes for a distrust which permeates many people. It closes off the avenues to small business so that manufacturing is practically non-existent and venture capital all but unheard of. Yet naturally evolving protest, it has produced radicals and progressive leaders who are sometimes elected to office, and who make their voices heard in Montana and in Washington, D. C.

However, if the influence of "The Company" were not enough to throttle free manufacturing enterprise, the constriction of freight rates would go far in the same direction. For it costs more to ship finished articles originating in this state from one corner of it to another than it does to ship that same raw article to Boston. That inequity and the hopelessness of competing in manufacturing, has resulted in channeling Montana's thinking into greater production of agricultural products of one sort or another, a viewpoint which "The Company" apparently encourages.

Wool Has to Travel

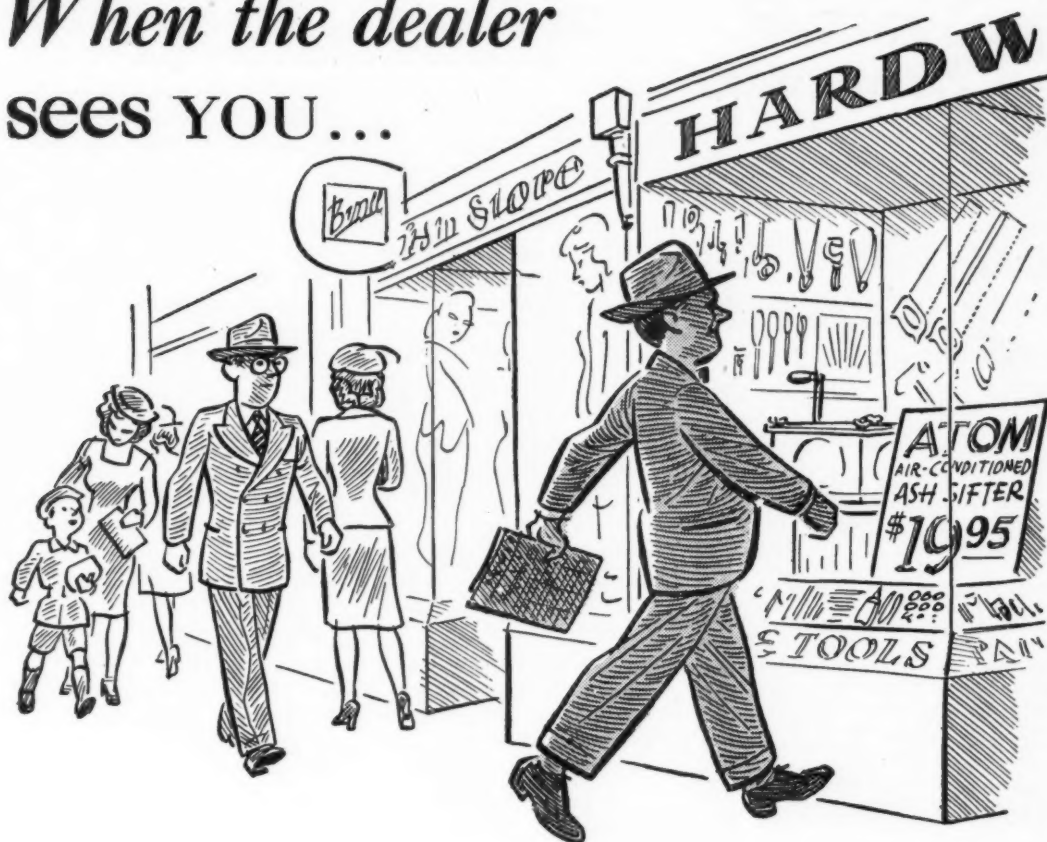
The result is all too obvious. Montana is a large sheep raising state. The wool leaves Montana for Boston, with all the grease, dirt, and burrs accumulated on the range, intact. There is not one plant which scours wool in all Montana. And it is reasonable that there should not be, for shipping clean wool raises the freight rate beyond the point where any profit can be made. The same story repeats itself in leather, in copper articles, in the working up of all the resources.

Logically, Montanans think in terms of expanding agricultural production. There is little else for them to do. A huge state, it is unfortunately semi-arid. If it is to place its eggs in the raw agricultural product basket, Montana must have irrigation. There is, in Montana's rivers, plenty of water, but because of the deep rock gorges in which it runs, the water is not now accessible. The water must be damned, and then run into ditches where it is needed. Only the Federal Government can do that and Montana, aside from mining interests, is concentrating on procuring Federal reclamation and irrigation help.

To see Montana, mostly a high near-desert, is to sympathize with its irrigation needs and to hope on its side. Twenty-one states in the middle and mountain regions are arid or semi-arid. What the food production of the country could be if they were made into watered rich land is beyond easy guessing. The farm population

SALES MANAGEMENT

When the dealer sees YOU...



MR. JONES WAS much intrigued with the advertisement of the Atom Air Conditioned Ash Sifter. "Yessir," he said, "I could maybe do myself some good with that gadget. Use less coal, take less time, keep my hands and hair from getting grimy, give my sinuses a break, and not muss up the basement. Wonder what they want for it, and where you'd get one?"

The advertisement also advised "\$17.50 FOB Sidejaw, Ia. See your dealer."

"Now how in heck," asked Mr. Jones of Mr. Jones, "does anybody see a dealer? Unless a dealer identifies himself? Would you phone every hardware store in the phone book, send out a form letter, or a detective? You can't 'see a dealer' unless he makes you see him. And if there is an Atom dealer around here, he must have a secret deal because I never heard of him."

BUT next morning in his newspaper, an Atom ad popped up and hit him in the eye. This one was signed by the local Hardapple Hardware Co. Price \$19.95, installed. So Atom got a customer, and Mr. Jones got an Atom.

When an article is advertised in a newspaper, even the not very bright readers know the item must be somewhere close by, assume that the manufacturer wouldn't spend money if he weren't prepared to do business. Because newspaper advertising means here and now.

If the advertisement has a local signature and a price, the advertised item can connect right away with interested prospects.

And if the item is consumer goods, widely distributed, the reader realizes that it must be reasonably available, or the store can get it.

With newspaper advertising, the dealer sees you—tells you where, what, how much, and how to get it! When the product and place are apparent, buying is easier, sales come sooner.

Other kinds of advertising inform, educate, interest. Newspaper advertising does as much—and also sells! Turns ready demand into quick sales, persuades prospects to act, satisfies the interest it generates!

Make newspaper advertising part of your sales program, to put speed in your selling... It pays for itself first, positively, profitably.

The Philadelphia Inquirer

... the first advertising medium of Philadelphia ... This advertisement is one of a series in behalf of newspaper advertising ... and is available to any newspaper for reproduction or publication, without credit ...

NATIONAL ADVERTISING REPRESENTATIVES: Osborn, Sclaro, Meeker & Co., New York, Chicago, Detroit, St. Louis; Keene Fitzpatrick, San Francisco

SEPTEMBER 15, 1944

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From **BRIEFING SQUADRONS**



To **BRIEFING SALESMEN**

With peace, pressure for sales volume as never before will demand *speedier, better* communication to and from salesmen.

One proved new sales tool, SoundScriber electronic disc recording, is doing just this now for alert national sales organizations. The Sales Manager mails his *voice*—with instructions, ideas, inspiration—direct to the field just like letters. Quicker, lower cost, more effective.

Get the amazing story of this modern sales tool for "live voice" communication, sales reports, sales training, interviews, sales meetings. Write to:

SOUND SCRIBER
TRADE MARK
ELECTRONIC BUSINESS RECORDERS
NEW HAVEN 11, CONN.

of these states see it as more than augmented food production. To them irrigation is survival. This has brought them into sharp conflict with the Army and the states on the lower Missouri River, which is fed by the rivers of Montana, Wyoming, and the other northern mountain states.

The Army and the lower Missouri River states are at one in wanting to create a nine-foot channel suitable for navigation on that river. To do that would, Montana leaders say, deprive this area of irrigation water and doom it everlastingly to dry and barren fields.

Here and there across the state you run into men who, with characteristic American ingenuity, have solved the problem of no capital and no available skills in new ways. One of these is Edward O'Connell who operates a chain of bakeries all through this region. They are small bakeries, in metropolitan terms, and in nearly any other state wouldn't even attract attention. Here they are a large business and are referred to as evidence that home owned business can prosper in Montana.

Thirty-six years ago Mr. O'Connell left a job as waiter in one of the saloons and eating places on Last Chance Gulch, the main street in

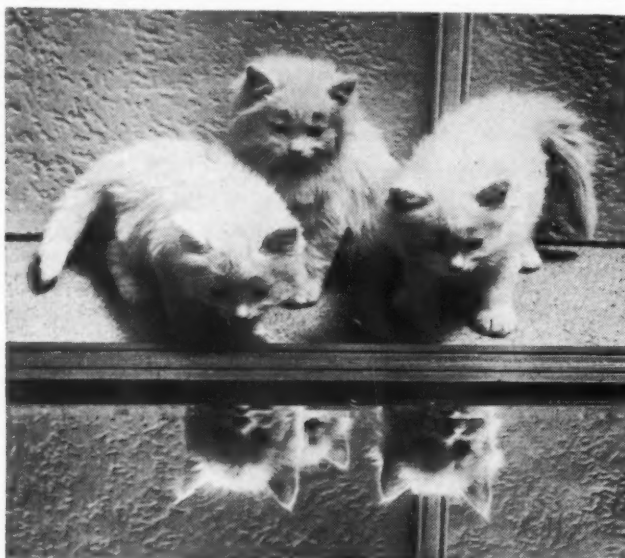
Helena, from which prospectors took 50,000,000 dollars in gold. Mr. O'Connell got none of that easy gold and gravitated into a one-man bakery. Anxious to learn, he visited bakeries in the Twin Cities and, as fast as he could afford it, substituted machinery for handcraft. As he grew, he picked likely boys from the bakery floor and the sales trucks and financed them through technical schools. Starting on a small scale, he financed these boys in individual plants in other localities until today there are 12 units operating in Montana, Idaho, and Washington.

Sell Under One Name

Today the central office in Helena handles all the advertising for the group, as well as their buying. Each of the units stands on its own feet, although all sell their products under one trade name. The units seem to be tied up in a unique combination of a holding company, which represents Mr. O'Connell's interest in the branches; a co-operative in the sense that the individual units are largely owned by their operators and have autonomous management; and a voluntary chain, since they buy through one office and market under one trade name. All of this complex setup is the outgrowth of necessity imposed by lack of capital, of skilled labor and of managerial talent. Yet all have been spurred by a typical American ambition to grow, and the negative factors couldn't shut off the attempts to do more and do it better.

Mr. O'Connell is the product of his environment and, along with men like Supreme Court Justice Leif Erikson and Senator Murray, represents the hope that by adjustment to the difficult conditions for which many hold "The Company" is responsible, some new course of action will emerge. If it does, the high mountain air will be even more pleasant to breathe for the homes and the towns men live in will be better and more prosperous.

That emergence into the light of well being is a long way from here. As yet, the characteristic sound of mining towns like Helena, Anaconda, and Butte is the sound of money going into slot machines. The thing you look for on all other American main streets, the corner drug store, is only found here after a long search. Its place is taken by saloons and gambling joints; in fact, nearly every other type of business makes way for the drinking and gambling emporiums. So much so that on Butte's main street a great neon sign proclaims the existence of the Board of Trade. Here



3 Is The Winning Combination!

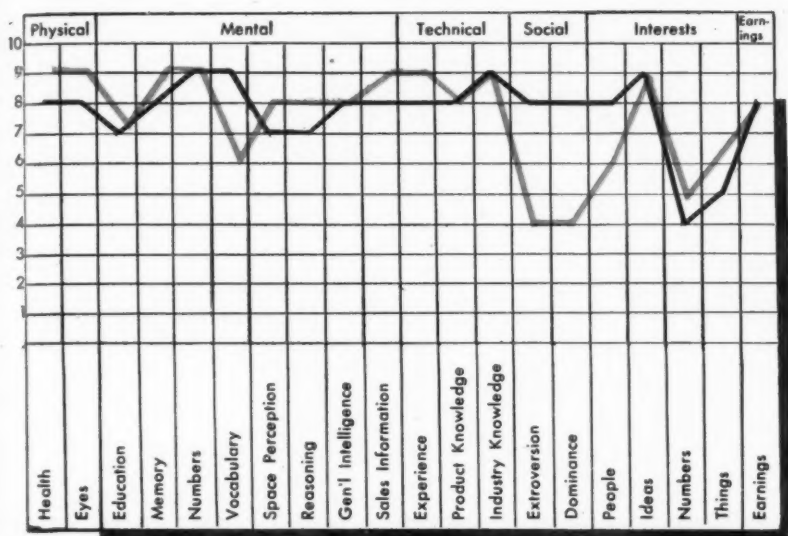
Buying spots in Hartford? Get WDRC's winning combination of coverage, programs and rate! Connect in Connecticut by using WDRC!



WDRC
HARTFORD 4 CONNECTICUT

BASIC CBS
Connecticut's
Pioneer
Broadcaster

HAND TAILORED TO YOUR NEEDS



Profile of Applicant Salesmen (red line) contrasted with average profile of good salesmen (black line). Note the significant applicant deficiencies.

the BENGEE METHOD OF *Salesmanalysis*

• • • analyzes the abilities of present salesmen, helps them to become better producers • results in a scientific selection system for future salesmen.

We do not believe that tests should be administered by mail, but send an experienced staff man to work with you. We teach your employees how to operate the entire system • leave it with you when we finish. No repeat costs • the system is yours • and hand tailored to your needs! These methods have been proven in many practical sales situations • have been developed by Eugene J. Bengie, author of **MANPOWER IN MARKETING** and director of the summer Personnel Clinic for sales managers.

Supervision

Incentives

Training

Selection

IF YOU HAVE A SALES
PERSONNEL PROBLEM—WRITE US.

"Strong Structures Endure"

Bengie Associates

HUMAN-MANAGEMENT ENGINEERS

20 NORTH WACKER DRIVE • CHICAGO 6

"PROFITS THROUGH MANPOWER"

SEPTEMBER 15, 1944

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"I warned Mr. Tolchard this would happen if he put that ad in the Buffalo Evening News. It reaches a quarter of a million families every weekday!"*

* We've never guaranteed results like this. But it's a fact that last year the News carried 67.5% of all the daily department store advertising in the busy Buffalo area. The reason for this is that nearly twice as many families read the News as any other local daily. And why do they? Because the News has something that appeals to everybody in Western New York, from complete accurate reporting of local, state and national events to the best syndicated columnists and features. Any way you look at it, the Buffalo Evening News is the big paper in a big market!

neither copper, nor wheat, nor wool is the commodity traded. Instead, blackjack, craps, poker, roulette, and lottery are the busy centers for investment and speculation.

The spectacle is interesting, but after a while a stranger begins to raise questions within himself. These are not mining camps with lots of money, easily made, in the hands of irresponsible prospectors. The towns are old, built of brick and mortar and the miners grew up here and will live here until they die—working hard and making less money than does the average worker in a large plant. Gambling and drinking keep the miner broke. Just why is it to anybody's interest, other than that of the gambling house proprietor, to perpetuate a merry-go-round of squalor and poverty?

Some labor union leaders and members say that "The Company" wants the men kept poor, because they are more tractable that way. Leading citizens shrug their shoulders and say a mining camp always has gambling, drinking and prostitution. An easy answer, but it solves nothing.

Montana—big, beautiful, poor—will not be a post-war cinderella emerging from the heavy work of the kitchen to participate in a national prosperity ball. In Montana people cannot make the things they need; they cannot buy the things others make. It will be a place from which young men with ambition will come, for there is little to fire their ambition here.

WANTED . . . Man to coordinate sales and manufacture of Tungsten Carbide and Cast Alloy Division of nationally prominent tool steel manufacturer. Position requires executive ability, experience in sales and familiarity with selling prices of carbide specialties and cast alloy tools, as well as ability to supervise production. Salary open. In answering give complete background. All replies held in confidence. Box 2028, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

SALES APTITUDE TESTING

Leading organization in the field of aptitude testing for sales and other personnel is prepared to grant franchises to sales consultants or others contacting sales executives in principal U. S. cities. Highest references given and required. Box 2029, Sales Management, 386 Fourth Ave., New York 16, N. Y.

POSTWAR AVIATION? HERE ARE SOME OF THE ANSWERS:



**6000 AIRPORTS
PLUS 6000
AIRPARKS AND
FLIGHT STRIPS**



**500,000
PRIVATE
AIRCRAFT**



**20,000
COMMERCIAL
AIRCRAFT OF
ALL TYPES**

—With The Key-Men of Aircraft and Airport Maintenance and Operations Servicing Them All!

THE above figures are startling. And when you realize what they imply, the picture is simply astounding:

Airports and Airparks: Today, there are 3000 airports and airparks capable of handling prewar traffic. Wm. A. M. Burden, Assistant Secretary of Commerce, presents a tomorrow program for building 3000 additional airfields, at a cost of approximately \$1,000,000,000.

Today there are only 286 airports certified as approved stops on schedule airlines. And of these, 174 must be improved for safe and efficient airline service. Under the C.A.A. plan, 1827 cities will have airports that can accommodate air transports—a construction program that will cost \$630,000,000 and will serve some 5000 additional communities.

Private Aircraft: Private planes, within the means of thousands, will blacken the peacetime skies. Many will be stall-proof—spin-proof—fool-proof, so far as the human element is concerned. In order not to endanger public safety, they must be serviced by men who "know their stuff". And men who know their stuff in the aviation industry, must be mechanically far ahead of the service stations, garages and repair shops so

vitaly necessary to the automotive industry a generation ago.

Commercial Planes Development of transcontinental and intercontinental aviation, as soon as the war is over, will be fully as rapid as during the past 15 prewar years. 15 years ago, it took 21 days to get to Buenos Aires. Today, by air, it takes 91 hours. Proposed time 21 hours. Proposed rates, for this intercontinental air travel, will be even lower than prewar steamship rates—comparable, in fact, with railroad coach and bus rates of 1½¢ to 2½¢ per mile. Cargo and air express rates will be cut from today's 80¢ per ton mile, to around 25¢, with rates as low as 10¢ per mile for certain types of cargo and for far distant destinations. Within the borders of the United States equally swift advances—incredible until a few years ago—will indicate what is coming in passenger and freight transport.

Now Listen: The job of putting into op-

eration this huge network of private and commercial aircraft, and the fixed base facilities necessary to service them, staggers the imagination. To keep them in service once they are set up, means *maintenance and operations*—and that is the responsibility of the men who are reached and covered, as a group, only by *Aviation Maintenance*.

Until *Aviation Maintenance* was founded, no single publication adequately covered these important men. So great was the need for this publication, that with its first 3 issues *Aviation Maintenance* established an all-time record for advertising revenue in a new industrial publication.

If you have not already scheduled *Aviation Maintenance* in your advertising budget, we urge you to do so immediately. Space for 1944 and 1945 is getting scarce.

ANOTHER CONOVER-MAST PUBLICATION
205 East 42nd St., New York 17; 333 North Michigan Ave., Chicago 1; Leader Building, Cleveland 14; Duncan A. Scott & Co., West Coast Representative, Mills Building, San Francisco 4, Pershing Square Building, Los Angeles 13.

Aviation Maintenance

DOWN SOUTH
IT'S...

W

NASHVILLE
TENN.

L

A

C



50,000 WATTS
gateway to the rich
Tennessee Valley



represented by
PAUL H. RAYMER CO.



Back to the Soil

Editor, SALES MANAGEMENT:

The August issue of SALES MANAGEMENT carries a story on page 27 through 30, entitled "Massey-Harris 'Panzer Division' Scores Break-Through on Farm Front." This is the best story I have seen on this enterprise, and I wonder whether or not any reprints could be had for distribution to our own U. S. Farm Tire salesmen who should be familiar with this Massey-Harris harvest brigade.

GERRITT WESTON
Advertising & Sales Promotion
Tire Division, U. S. Rubber Co.
New York City

(U. S. Rubber's is one of a fistful of requests received by SM for permission to reprint the Harvest Brigade story. We, too, think it deserves further circulation. The grapevine tells us that Life magazine will shortly tell the same story with a fine series of pictures.—THE EDITORS.)

Yoakum Scores

Editor, SALES MANAGEMENT:

Thank you very much for the hearty writeup given our booklet of Tall Tales in the August 1 issue. ("Hoakum from Yoakum," in "The Human Side.") As an effort to dramatize our western background it is proving to be highly successful. If we told you how many requests we have had for copies prompted by your story, you might think we were trying to challenge old Rawhide Tanner's championship.

KNOX ARMSTRONG
Sales Manager
Texas Tanning & Mfg. Co.
Yoakum, Texas

(Thanks to Subscriber Armstrong for (1) his expression of appreciation, (2) his evidence of reader interest.—THE EDITORS.)

Research Requests Complaints

Editor, SALES MANAGEMENT:

Your story and tabulation of Refrigerator complaints [SM, Aug. 15, p. 126] which we obtained in a recent survey has been interpreted by some readers as a public vote of satisfaction with Refrigerators in general. They reason that manufacturers have done an unusually good job of predicting consumer needs since only one out of every five persons voiced any complaint in answer to the question, "Have you any complaints about your present refrigerator or suggestions you would make to a manufacturer?"

While this might represent almost universal satisfaction, it brings up the question of the intensity of complaints. Voluntary complaints are obviously more intense than the answers to "would you like . . ."

questions. Many mild complaints were not mentioned in answer to the question as we worded it. We found, for example, that only 16 women voluntarily complained that the storage area was not large enough. Yet 533 women said they would buy a refrigerator that would hold more food when asked, "If you were buying a new refrigerator would you buy one that would hold more food, the same amount or less food?" Fourteen voluntarily complained that the frozen storage area was not large enough; 453 answered "No" to the question "Over week-ends is the frozen storage area of your refrigerator large enough?"

This revealing bit of information suggests that the surest way to get important complaints for design changes is to "make 'em think up their own," and not resort to check-list questions.

CHARLES F. ACKENHEIL
Director of Research
The Pittsburgh Press
Pittsburgh, Pa.

Compensation for Incentive

Editor, SALES MANAGEMENT:

Can you supply me with, or refer where available, information or articles on the subject of salesmen's compensation, particularly with reference to incentive plans?

I know you have from time to time published articles of this nature in the magazine. . . .

FRANK H. EICHLER
Pacific Coast General Sales Manager
Federated Metals Division
American Smelting and Refining Co.
San Francisco 24, Calif.

(SM Readers Service has a bibliography on compensation articles which have appeared within the last several years. You may have one. No copies of old issues are available, however, but we can furnish photostats at a cost of 50 cents a page.—THE EDITORS.)

We can't get larger space in which to tell a most important story—"Meet Your Contractor-Building Customer."

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

These are the men that are going to do the building that all the talking is about.

PRACTICAL BUILDER

59 East Van Buren

Chicago 5

SALES MANAGEMENT

"A Little Warmth..." Repays

Mr. Donald F. Haggerty
c/o SALES MANAGEMENT

That was a particularly fine article of yours in SALES MANAGEMENT. I don't often read business paper articles at the office, but this one stopped me as I was thumbing the book this morning, and I found myself devouring every word.

Not much doubt that such letters are making solid, long-time friends for Revere. Your company is to be commended for this basic attitude toward the general public and you for the letters themselves and the splendid presentation of the subject.

ED SULLIVAN
Better Homes & Gardens
Meredith Publishing Co.
Des Moines, Iowa

Mr. Donald F. Haggerty
c/o SALES MANAGEMENT

Brief and to the point, may I say "Congratulations!" on the spirit that you have been able to get into your Advertising Department in creating customers' relations.

There is so much talk about and so little practice on this important subject, that a demonstration such as yours in SALES MANAGEMENT of the 15th is really quite encouraging.

May it carry through and react most favorably to yourself and the organization.

THOMAS L. KENNEDY
Magazine Repeating Razor Co.
New York, N. Y.

(The story: "A Little Warmth, a Little Grace: Essence of Sound Public Relations," SM July 15.—THE EDITORS.)

Home of the "Jeep Board"

Editor, SALES MANAGEMENT:

In your July 15 issue, the writer's attention was called to a "Jeep Board" manufactured by E. S. Lowe Co., New York City.

We are making a parcel to send to each one of our employees who has left us to join the Armed Forces, and we felt this "Jeep Board" would be appreciated.

We are enclosing our letter to E. S. Lowe Co., and will appreciate your filling in their complete address and forwarding their letter to them.

J. R. LAMBERT
Farm Crest Bakeries, Inc.
Detroit, Mich.

(Several others had the same idea. E. S. Lowe's address is 17 West 20th St., New York, N. Y.—THE EDITORS.)

A Year Old—but Timely

Editor, SALES MANAGEMENT:

An article which was published in the October 10 issue of SALES MANAGEMENT has come to my attention recently. It is entitled "How Perfect Is Your Sales Sense?" If either a reprint of the article or a back copy of the magazine is available, will you please send it to me?

WALTER G. SITES
Dept. of Personal Development
Penn College
Cleveland 5, Ohio

("How Perfect Is Your Sales Sense?" appeared in SALES MANAGEMENT for October 10, 1938. Readers Service has reprints available at a cost of 5c each, remittance with order please.—THE EDITORS.)

Houston Post's Lead In FOOD-MART LINEAGE REACHES 17.2% This Year

Grocers Find
Morning Paper
Is Family - Read
Paper in Houston



From January 1st to May 31st, The Houston Morning Post carried 17.2% more food-mart advertising than any other Houston paper. Consistently, over a period of years, this unusual morning paper has led in the grocery field because grocers discovered that the Houston Market is different in morning-paper reading habits.

The morning paper is the family-read paper in Houston for several reasons. The trip to work is not of paper-reading length and so the morning paper usually stays at home.

The Post is edited for the entire family—with 25 of the most popular comics running regularly, the only farm column in Houston, both Associated and United Press news as well as New York Times and Chicago Tribune services, complete coverage of the housewife's interests, and one of the strongest sports pages in the country. There is interesting material for every age in The Post.

Local business men, who need to sell the family as a unit, prefer The Post for advertising. And more national advertisers are continually discovering that the Houston Market is different—are favoring The Morning Post in their advertising operations.

HOUSTON'S

CONSUMER BUYING REACHES
¼ BILLION BY STEADY
GROWTH

The Houston Market has increased in population every census since 1850 until it now includes over a million people buying better than a quarter-billion dollars worth of consumer goods every year. Thus Houston today is not the result of a war boom or any sudden spurt, but of a steady development of fabulously rich resources as important in peace as in war. Capital goods buying is keeping pace.

A market of the future
... start now!

DOOR
DELIVERED
OR MAILED
94.6%

Represented by BURKE, KUIPERS & MAHONEY, INC.

THE HOUSTON POST

First in the Texas Morning Field
in City and Suburban Circulation

OF TOOLS AND CRANES AND PRESIDENTS— AND LUBRICANTS AND THINGS!

Management engineers admit that every problem from manufacturing to distribution has no one perfect solution, but a series of alternatives. Final choice is not a matter of split-second accuracy or slide rule certainty—but, rather, a magic brew which includes experience, judgment, intuition, and emotion.

It is these intangibles that make great management engineers and great executives. Otherwise, mastery of slide rules would put all on a par in solving business and manufacturing problems. Success in making the right choice from among alternatives is what builds presidents out of good executives. That is why final decisions remain at the top.

Sometimes those decisions seem perfunctory and casual. Sometimes they are. But always they are part of sixth-sense magic. Informative executive advertising can contribute to those decisions. Such advertising will not perform miracles, but it can present your case at the vital decision level where the fate of tools and cranes and lubricants resides.

DUN'S REVIEW reaches 20,092 presidents (by actual count) and 33,567 other decision-executives. They are the important officers of the major portion of the top-rated companies in manufacturing (55%); wholesaling (26%); financial, banking, and insurance (9.7%).

DUN'S REVIEW

Published by DUN & BRADSTREET, INC.

290 Broadway, New York 7, N. Y.

CHICAGO CLEVELAND BOSTON LOS ANGELES SAN FRANCISCO

This Issue—Helena & Butte

Editor, SALES MANAGEMENT:

Congratulations on the very fine reportorial job being done by A. G. Mezerik here on the Pacific Coast in his coverage and predictions of the post-war era! We have enjoyed them all immensely, and have learned much from them.

However, we missed the issue of June 1, carrying his findings on Kansas City and Denver. And, since we are particularly interested in his report on Denver, we were wondering if you can send us a reprint of his article (if such is available), or a copy of the June 1 issue.

Also, do you have any similar data on Phoenix, Los Angeles, Reno, Seattle, Salt Lake City, Boise, Cheyenne, Denver, Albuquerque and Helena or Butte, Montana?

CAROL TULLER

Supt., Research Dept.

The McCarty Co.

Los Angeles 15, Calif.

(Cities covered thus far: Norfolk, Houston, Dallas, Kansas City, Denver, Seattle, Vancouver, Los Angeles, Detroit. No complete copies of issues containing any of these are available due to paper restrictions. Readers Service may be able to find tear sheets, however. It wouldn't hurt to ask.—THE EDITORS.)

Mr. Mezerik Again

Editor, SALES MANAGEMENT:

As new subscribers to SALES MANAGEMENT, we are impressed with the amount of material which is pertinent to our territory and to our sales representatives. There are approximately 60 people in our sales group who call on business firms in Northern California and in Nevada in connection with representation in the Classified Telephone Directory.

From time to time we would like to reproduce in bulletin form certain articles and charts for the use of this group. For example, the article in the June 15, 1944, issue, "San Francisco and Portland: What's Ahead for the Post-War Era?" by A. G. Mezerik. May we have your permission to reproduce all or part of this article?

LEO P. J. MUNLY

Staff Assistant

The Pacific Telephone and Telegraph Co.

San Francisco 8, Calif.

(The answer is yes.—THE EDITORS.)

DO YOU WANT CALIFORNIA DISTRIBUTION?

Substantial distributor and jobber with aggressive sales organization is desirous of representing limited number of manufacturers for the sale of their products in California. Excellent warehouse facilities.

MAHL COMPANY

3081 East Slauson Ave.

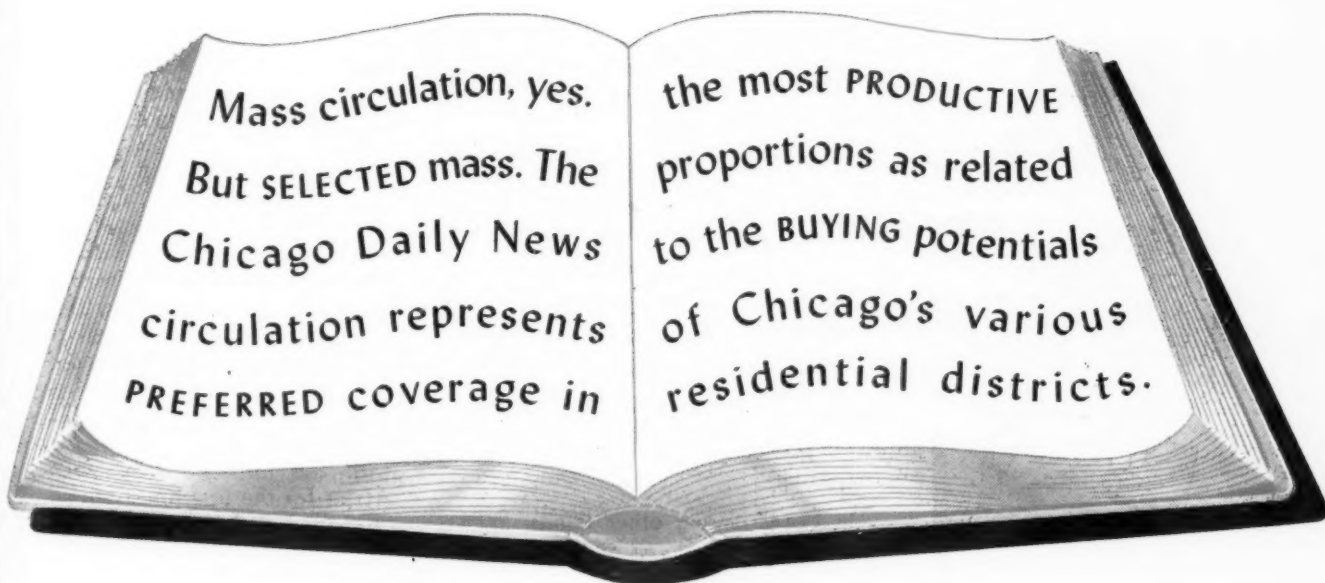
Huntington Park, California

A BASIC TRUTH

For Business Executives

ABOUT

Chicago's Basic Advertising Medium



THE Daily News selected mass circulation means selected homes. It means more than a million reader-friends. It means Chicago's key-audience. It means an average of 3 readers per copy and, therefore, maximum economy for the advertiser. For these reasons advertisers have, for 43 consecutive years, placed more Total Display lineage in The Daily News than in any other Chicago newspaper—morning, evening or Sunday.* It is their conviction, year in and year out, that The Daily News is

CHICAGO'S BASIC ADVERTISING MEDIUM

*For fair comparison, liquor lineage omitted since The Chicago Daily News does not accept advertising for alcoholic beverages

THE CHICAGO DAILY NEWS

FOR 68 YEARS CHICAGO'S HOME NEWSPAPER
ITS PLACE IN THE HOME IS ONE OF
RESPECT AND TRUST

DAILY NEWS PLAZA, 400 West Madison Street, CHICAGO
DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza
SAN FRANCISCO OFFICE: Hobart Building

SEPTEMBER 15, 1944

[123]

A Copy Chief Dictates A Memo to a New Writer On Mail-Order Copy

To: Mr. Kellogg
SUBJECT: Mail-Order Advertising

IT is conceivable that you will be called upon some day to write some mail-order copy for one of our clients. Here are a few thoughts I have on the subject, which you may stow in your mental locker.

As you know, mail-order selling is a transaction between buyer and seller where the only means of communication are the mail . . . catalogs, folders, price-lists, letters, postals, and the like.

Naturally, it differs from over-the-counter selling, or flesh-and-blood-contact selling of any kind, for buyer and seller never meet face to face. With this in mind, there is one, big, basic thing to remember:

Talk to your prospective customer as though he or she were on the other

end of the telephone, 300 miles away. It is safe to assume that your prospect had little or no schooling, beyond the mere ability to read and write. Even that may be an effort.

Describe the merchandise in an I-see-the-cat manner, a la McGuffey's Readers. (Even educated people can understand simple, homey words and phrases.)

Mail-order copy must *anticipate the questions* in the prospect's mind and *answer them beforehand*. Remember, you are in Chicago (say) and your prospect is in Fisher's Switch, Iowa; maybe to hell and gone off the main road on a little old farm.

The only way he or she can ask you *anything* about the product . . . its size, shape, color, weight, price, or use . . . is by writing a letter, more often than not a major operation. If it's too much trouble to do that, he may decide to hell with it, and you've lost him.

Repetition is a good thing, even a bit of verbosity when space permits. Put yourself in the position of a surgeon ashore radio-ing vital instructions to a pharmacist's mate at sea, about to perform an operation. The language must be clear, simple, explicit, if the patient is to live.

The Negro race is rather good at expressing itself simply. Take the story of our colored troops meeting-up with the turbaned tribes of North Africa for the first time. They weren't "turbaned" tribes to the colored boys; they were "rag-heads."

B-C Headache Powders, on the radio say: "If pain recurs." They'd be on surer ground if they said: "If the pain comes back." Keep that *primer* ever in the front of your mind. You are explaining to *children* when you write successful mail-order copy. You don't say: "The position is lucrative." You say: "The job pays well." You would even be excused for writing it: "The job pays good."

Ask yourself: "How can I make this clear to a 10-year-old boy in a letter?" Then, you'll go all-out and build a *picture* in his mind. That's mail-order copy as I see it.

T. HARRY THOMPSON

(T. Harry Thompson, who signs above, is of course, the same T. H. T. who edits SM's "Scratch Pad." He hangs his hat during business hours at Gray & Rogers, Philadelphia.—THE EDITORS.)

EXECUTIVES — \$5,000-\$15,000 CALIBER — Through our nationwide Service we negotiate for the better positions with companies possessing postwar futures. Your personal requirements met by individual procedures—will not conflict with WMC directives. Strict confidence assured. Details on request. Jepson Executive Personnel & Research Service. 615 Land Bank Bldg., Kansas City 6, Mo.

★ ★ ★ ★ ★ WFIL ... means progress!



While all radio stations use audience promotion, the one radio station in Philadelphia which does the most in the promotion of its clients' programs is WFIL.

In 1944, among other things, WFIL will use more than 50,000 trolley and bus cards . . . more than 75,000 magazine inserts . . . more than 20,000 lines of newspaper advertising . . . more than 4,000 spot announcements . . . all calling attention to the programs of our advertisers.

WFIL was Philadelphia's **ONLY** broadcaster to rate an award in The Billboard Seventh Annual Radio Station Promotion Survey. WFIL was cited for "doing a thorough home market promotion."

WFIL 560 KC

A BLUE NETWORK AFFILIATE

Represented nationally by The Katz Agency

PHILADELPHIA'S MOST PROGRESSIVE RADIO STATION



Last month Purepac distributed this easel presentation to 1,000 service wholesaler drug salesmen. With it the salesmen can convey quickly to the retailers the romance of the company's growth, distribution policies, plant operations, labor facilities, and sample deals. A cartoon illustrated printed leaflet (below) accompanies the presentation, telling how to set it up and offering discussion hints.

Smart Sales Tools Keep Jobber Salesmen Pushing Purepac

Varied deals are a continuous feature of Purepac policy. Compact kits and portfolios condense the stories, make ordering easy.

Based on an interview with
ARTHUR J. KINSMAN
President, Purepac Corp.
New York City & Chicago

ALMOST every home has a medicine cabinet. That statement in itself is more than an allegation that a great consumer market exists for the proprietary manufacturer. It denotes a stability of dollar volume that runs into the highest brackets, paralleling in its fluctuations our national income.

One proprietary manufacturer, the Purepac Corp., New York City and Chicago, is capturing a growing share of that market, mainly through intensive work with wholesalers and profit incentives for retailers.

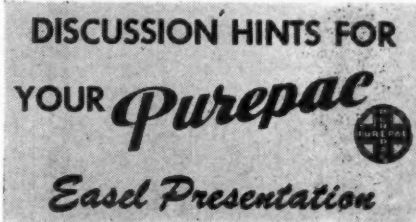
Recognizing the strategic and tactical value of an army of wholesalers firmly entrenched in various terminal centers throughout the country, as against direct-selling, Purepac is represented by 81% of all the independent service wholesale druggists within the continental limits of the United States and in more than 35,000 retail drug stores. That record, according to Arthur J. Kinsman, president of the Purepac Corp., was accomplished through the wholesaler's confidence in the Purepac line and by the fact that he could service the

druggist within a very short time.

The distributors' success with the Purepac line is traceable to several basic policies having to do with merchandising, selling, and promotion. Knowing that in addition to absorbent cotton, adhesive plaster and bandages, 95% of all medicine cabinets in the United States contain cold and headache remedies and 92% antiseptics and emollients or laxatives, Purepac set about to build a complete line of such preventive and palliative products. Today it manufactures almost 300 health aids.

With rapid turnover merchandise to offer, Purepac has aided in the resale of its products primarily by offering assistance to the wholesaler salesman. Approximately 1,000 distributor salesmen, covering every trading area in the Nation, feature Purepac, and its Klinzmoth insecticide line. Basically, the company supports these salesmen through regular free goods offerings and elaborate sales equipment. To this plan the firm's forty-odd territorial representatives hitch their own selling efforts in detailing retail druggists and in calling on wholesaler accounts.

While the wholesaler sells propri-



PAGE 1.



Emphasize the variety of color schemes and package designs shown in illustration.

PAGE 2.



Develop the thought that with 300 different products under one brand the druggist can render identity to his store and reap the benefits of an established line.

PAGE 3.



Point out the influence that trade and consumer popularity for the Purepac Line should have on increasing sales for the druggist.

PAGE 4.



Mention how with two fully equipped plants, in Chicago and New York Purepac has been able to expand its markets because it avails the druggist a greater margin of profit.

SOcially, a snob is contemptible, but commercially, he is the pepper of progress and the salt of security.

In allocating his advertising appropriation, for example, he knows that he must subordinate altruistic impulses to financial objectives and base his media selections solely on the ability of the audience to buy the things he wants to sell.

On this premise, The Herald-Traveler has no parallel in Boston and very few in the United States.

**Always First in Boston
Often First in America**



George A. McDevitt Co.
National Representatives

Will your products be represented in this alert medium? Reach the key men. They are in line for Diesel Equipment NOW. Complete coverage of a big new industry.



EDITED AND
PUBLISHED BY
REX W. WADMAN

2 WEST 45TH STREET • NEW YORK 19, N. Y.



The wholesaler salesman with this Kardex Visible Deal Manual is never at a loss for decisive, definite information. Light in weight, small, compact—it serves anywhere, on plane, train, at home or in the customer's office, eliminating need for bulky cases.

etaries, he also represents close to 2,000 other manufacturers, making perhaps 50,000 items sold in drug stores. To meet this competition for the wholesaler salesman's time and talents, Purepac stimulates his interest with well planned and colorful sales equipment. These presentations have become invariably bigger and better; they reflect sound merchandising.

An easel presentation distributed among wholesaler salesmen last month is a typical example of the equipment Purepac puts out. Brilliantly executed in full color with padded cloth covers, gold embossed, the purpose of this 15" x 20" portfolio is to acquaint drug retailers with the Purepac institutional story. Within a few minutes the wholesaler salesman can convey to the retailer the romance of Purpac's growth, distribution policies, plant operations, labor facilities, and sample deals. In addition, there is one special page, illustrating in full color the attractiveness of a representative group of Purepac packages.

This convenient presentation, Mr. Kinsman says, arouses the druggist to a receptive frame of mind toward the company's fall and winter deal program. It is accompanied by a cartoon illustrated printed leaflet outlining a suggested selling talk to go with the presentation.

From then on the job of the distributor salesman is facilitated by a newly developed Kardex manual, prepared to specifications by Remington Rand, Inc. This Kardex Deal Manual presents all information on products, deals and prices in visible index style. It contains all the information necessary for the wholesaler salesman.

The distributor salesman with this quick, easy reference data at his finger-tips, Mr. Kinsman maintains, is never at a loss for final, decisive, definite information. Beyond and above

the revenue-producing factors of completely adequate records, the portability of this business-aid is its greatest forte. Light in weight, with an appearance of quality, this Kardex unit serves anywhere—in planes, on trains, at home or in the customer's office. And its easy compactness eliminates the need for carrying bulky cases, sheaves of hastily collected and clumsy-to-use papers.

Measuring 8½" x 11" when closed, the Kardex Deal Manual is designed as permanent equipment in which to carry order books, deal sheets, and catalogs. Deal products are indexed, illustrated and described in 40 acetate jackets on one side, with a variety of reference sheets assembled on the other side. Each deal is priced and broken down into a profit chart showing the deal cost, retail value, unit cost, gross profit, and percentage of profit to the retailer. Purepac went a step further by furnishing with the manual a quantity of deal order blanks devised to minimize the amount of order writing to quantities and extensions. The manual is sent to the wholesaler salesman in a Kraft dual compartment envelope with a letter of instructions.

All Purepac sales tools are planned and entirely produced within the organization under the supervision of Thomas J. Mahon, advertising and sales promotion director. Their release is coordinated with a schedule of wholesaler sales meetings conducted by Purepac's territorial representatives. Assisted with special window, counter and streamer material, and other dealer helps, these salesmen's aids are expected to account for 62% of Purepac's volume within a five-month period ending November 30. Of this figure, Mr. Kinsman says, an attainment of a quota 43% over last year's business is anticipated.

"The Journal recognizes that church news is vital to a metropolitan community"

*Two-thirds of Portland, Oregon's
461,854 men, women and
children are affiliated with a
church or religious organization*

MORE THAN half of them regularly attend some religious service each week. They support more than 340 congregations of different denominations; maintain 290 church structures! So great is this city's interest in religion that several denominations maintain Pacific Northwest headquarters in Portland.

When so many members of a community have such a pronounced common interest it is only natural that their favorite newspaper, The Journal, should publish two church news pages each Saturday. These pages are outstanding in the coverage of religious news.

As one Portland religious leader wrote to The Journal recently: "I feel that The Journal recognizes that church news is vital to a metropolitan community and that you are giving to the churches of Portland sincere and thoughtful assistance in presenting the Gospel message. I wish to express my personal appreciation for the space given to bring the work of the churches before the people of Portland, especially at this time when there are so many newcomers in the city who are unsettled in their church and home life."

It is The Journal's policy to treat its church pages as important news pages. They command a high reader interest because they are edited by an able, well-rounded newspaper man—Ernest W. Peterson, an Oregon Journal product. Thirty-two years ago he was a Journal carrier. Step by step, he rose to cub reporter, then to general news assignments. For 28 years Peterson has been church editor for The Journal.

A prominent lay worker in a great protestant denomination, Peterson is well known throughout the



entire country and even in foreign lands. Past president of the Portland Council of Churches, he has been listed in "Who's Who in America" in recognition of his activities in improving relations between churches and newspapers.

If The Journal is a paper people like, a paper that brings ready advertising response, it is because the people who work on The Journal make it so. Money will buy presses and paper and ink and equipment, but it takes PEOPLE to make a NEWSPAPER . . . loyal people with ideas, with vision, with ambition and ability! It is the people who staff The Journal that have made it Portland's favorite newspaper . . . with more circulation in Portland area than any other paper.

... If you lived in Portland you'd read

The JOURNAL
PORTLAND, OREGON
Afternoon and Sunday

Represented Nationally by REYNOLDS-FITZGERALD
Member Metropolitan & Pacific Parade Group

Accredited and Approved



• In 1920-24 years ago—a survey among hotel and restaurant operators revealed a need for publication leadership in these fields. Based on this finding, we set about publishing magazines which would fill this void.

No expense, and no effort, was spared to bring such publications into existence.

We insisted that our magazines measure up to the high standards set by leading publications serving other businesses.

Today, *Hotel Management—Restaurant Management—Hotel World—Review* are a credit to the standards of A.B.P., A.B.C., R.O.E. and B.N.S.



Publishing practices meet the exacting standards of the *Associated Business Papers*—by which most outstanding business magazines are judged.



Circulation is measured by the standard of the *Audit Bureau of Circulations*—by which most leading magazines, from the greatest to the smallest, is judged.



Editorial policy is guided by the standards of the *R. O. Eastman Organization*—an editorial research service whose measurements of readership are beyond question.



And the news flashes obtained through *Business News Service*—Washington office, contacts, and sources of information often scoop the daily newspapers.

ABP, ABC, ROE and BNS are the Accredited and Approved standards which Ahrens Publications meet.

Ed Ahrens
Publisher

Media & Agency News



"Serving Through Science" is the theme of this advertising display on synthetic rubber on view at Grand Central Station, New York City. Three dimensional and electrically illuminated, it contains a life-size synthetic tire. 300,000,000 persons will see it in a year, it is believed.

Agencies

Announcement is made of the appointment of Henry T. Stanton as vice-president in charge of its western offices by J. Walter Thompson Co. Also named vice-president at J. Walter Thompson is Harrison T. McClung, Pacific Coast manager of the agency. . . . Returning to Benton & Bowles, Inc., as vice-president, is A. R. Whitman, after eighteen months with the OWI and the OPA in Washington. . . . Kenyon & Eckhardt, Inc., announces the appointment of John W. Swallow as director of its Pacific Coast radio operations. Mr. Swallow is still acting president of Television Enterprises, Inc.

* * *

Albert Lewis, formerly media head of Pedlar and Ryan, Inc., has become associated with the Harry Hayden Co., in a planning capacity. . . . John Hiram McKee goes to Warwick and Legler, Inc., as producer in its Radio department. . . . Joining Lewis & Gilman, Philadelphia, in an executive capacity, is John A. E. McClave. Mr. McClave was previously with N. W. Ayer & Son, Inc., for eleven years

. . . John Steel, writer, engineer, and specialist in the field of electronics and mechanics, is named account executive on the staff of Florez, Phillips, and Clark, Detroit. . . . Named vice-presidents of the James Thomas Chirurg Co., New York City and Boston, are George A. Frye, Howard G. Sawyer, and Warren Buckley, J. J. Slein and Richard L. Edsall. . . . The New York City office of Grant Advertising Inc., names Jack Handley as account executive.



McCLINTON



BRESSON

Harold L. McClinton, vice-president in charge of radio, N. W. Ayer & Son, Inc., is elected a director of the agency. . . . Announcement is made of the consolidation of W. C. Jeffries Co., with the agency of Robert F. Dennis, Inc., Advertising, Los Angeles. Mr. Jeffries will be vice-president. . . . Eugene L. Bresson is appointed director of radio for the New York City office of Sherman K. Ellis & Co., effective September 15.

* * *

Accounts: To McCann-Erickson, Inc.—the accounts of The Emerson Drug Co., and The Soil-Off Manufacturing Co., Los Angeles, makers of wall paint cleaner. . . . To Grant Advertising, Inc., goes The International General Electric Co's., advertising program to be conducted in Latin-American markets. . . . The Wesley Associates gets the Roman Stripe Hosiery account. . . . The Good-year Tire and Rubber Co. Inc., an-

He needs your help. So do his buddies.

BUY BONDS

to support their bravery and skill that will win the Peace.

hotel Mayfair
SAINT LOUIS

AIR-CONDITIONED NOISEPROOFED

THEY GET

7-BILLION

FROM A FEW MILLIONS

They get it from a market many of their big competitors have overlooked. Perhaps, you, too, are overlooking the 7-billion dollars spent yearly by American Negroes. So find out how advertisers in Negro field are reaching biggest markets at littlest costs. Write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York 17, New York, and be ready for some startling, profit-revealing facts.

SALES MANAGEMENT

No Reconversion Needed

in Pittsburgh
Your No. 1 Post-War Market

Headquarters for Electrical "Know-How"



SOME DAY, the last rush order for electric drives for our seven ocean Navy will be filled. Micarta will no longer be needed for soldier's helmets.

Victory!...Then thousands of employes of the great East Pittsburgh Works of Westinghouse will pitch in to meet the huge pent-up peacetime demand for the *same* products which have driven home so many nails in the "wooden kimonos" of Hirohito and Hitler. Then the electrical "know-how" of Westinghouse scientists and engineers in the East Pittsburgh Research Laboratories again will be working round the clock to help make America and all the world a brighter, happier, safer place to live.

To Westinghouse employees at East Pittsburgh and throughout the nation, Board Chairman A. W. Robertson recently said, "Our planning is being done with the aim to keep our expanded production capacity occupied after the war, so far as possible, so that we can continue to provide work for the greatly increased numbers of Westinghouse people."

To get your share of your No. 1 Market, use Pittsburgh's No. 1 newspaper.

The Pittsburgh Press

Represented by the National Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Detroit, Memphis, Philadelphia and San Francisco.

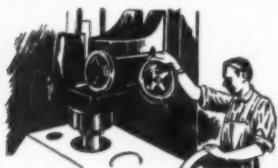


No. 1

IN PITTSBURGH
IN DAILY CIRCULATION
IN CLASSIFIED ADVERTISING
IN RETAIL ADVERTISING
IN GENERAL ADVERTISING
IN TOTAL ADVERTISING

Machinery

5th or better among local industries, machinery and machine tool production adds to Buffalo's wide diversification and insures its position as a good market.



Write for map showing territory, population, coverage, etc.

Buffalo COURIER EXPRESS

Only Morning and Sunday
Newspaper in Buffalo

**FRIENDS AND NEIGHBORS
WE HAVE THEM
YOU CAN GET THEM**
The Negro Market \$10,000,000,000
Church Organizations .6,000,000
Fraternal Organizations .1,000,000
Negro Press3,000,000
Educational Groups . . .2,000,000

We can make your brand name a "Buy Word" among these 13,000,000 consumers. 10,000,000 of them are our FRIENDS AND NEIGHBORS in the South. PLACING COPY IN NEGRO NEWS-PAPERS A SPECIALTY.

We can make your advertising dollars do a job now which will reflect itself in the postwar era.

ADVERTISING AND MERCHANDISING

Write for Information Today

**THE BOOKER T. WASHINGTON
SALES AGENCY**

Tuskegee Institute, Ala.

WANTED: Sales Manager

A manufacturer is looking for a man qualified to organize and direct the sale of pumping machinery. He must present proof of organizing ability in machinery sales field and have had actual experience in selling in that field. All applications will be treated in confidence and an interview will be granted to those showing superior qualifications. Write: Box 2024, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

nounces the appointment of Compton Advertising, Inc., for its Shoe Products Division. . . . Rustless Iron & Steel Corp., Baltimore, to St. George & Keyes, Inc., New York City. . . . P. Lorillard & Co.'s Old Gold cigarettes to Lennen & Mitchell, Inc., effective November 30.

* * *

The Personna Blade Co's., account goes to J. D. Tarcher & Co. . . . Cory Snow, Inc., has the account for National Research Corp., Boston. . . . The Southland Coffee Co., Atlanta, roasters and distributors of Bailey's Supreme Coffee, to Donahue and Coe, Inc. . . . Metals and Alloys, New York City, to Roy M. McDonald & Co., San Francisco, to direct Pacific Coast advertising sales. . . . Riverside Metal Co., Riverside, N. J., to John Falkner Arndt & Co., Philadelphia. . . . Western Fiberglass Supply, Ltd., San Francisco, to Gerth-Pacific Advertising Agency, also San Francisco. . . . Seaglow Fabrics Corp., The Rensselaer Co., and American Textile Co., to The Chernow Co., New York City.

Magazines

The Saturday Evening Post is sending famous *Post* stories, in the form of small booklets called "Post Yarns" (slightly larger than the ordinary playing card) to servicemen overseas. The booklet, says *The Post*, is designed to slip into G.I. blouses and the first of four editions is in the mails. The booklets are being distributed through American industry to its employees now in the Armed Forces.

* * *

Time now has twenty editions, including United States editions, Outside United States editions, Overseas editions, and the Pacific and World ponies. Seven of these twenty editions have been added since the last public announcement in December 1943. The three advertising-bearing editions published in the United States are identical. The U. S. School edition for classroom use carries none.



Lee Hainline, named director of advertising for *Holland's*, the magazine of the South.

Lee Hainline is named director of advertising for *Holland's*, the magazine of the South. Mr. Hainline has been with the company more than 20 years and has served as western manager for the past seven. His head-



Here is The Austin Co.'s design for a post-war television station. The model was on view at the convention of the National Association of Broadcasters Executives' War Conference in Chicago. The model includes one large and two small studios—one with sliding stages.

quarters will be at the home office in Dallas.

* * *

Seventeen, the new Triangle Publications magazine for high school girls, announces that the first and second issues closed with a total of 91 pages of advertising, representing 164 advertisers and 85 agencies.

Radio

Jack Kent Cooke, president of the Toronto Broadcasting Co., announces



Jack Kent Cooke who announces the purchase, with a group of associates of station CKCL.

that with a group of associates he has assumed ownership of radio station CKCL, Toronto. Call letters of the station will be changed to CKEY. . .

We can't get larger space in which to tell a most important story—"Meet Your Contractor-BUILDER Customer."

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

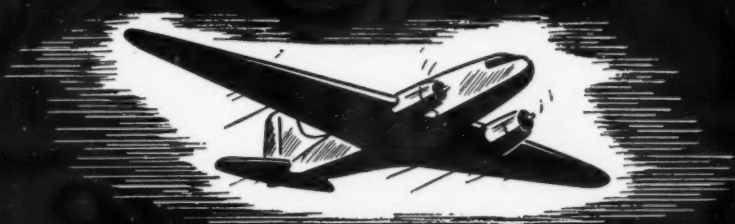
These are the men that are going to do the building that all the talking is about.

PRACTICAL BUILDER

59 East Van Buren

Chicago 5

Aero Digest and Aviation History • No. 5 of a Series



AERO DIGEST

and

"THE DOMINANT FACTOR"

FROM
AERO DIGEST
JULY, 1926

"Air power has become the dominant factor. Today a country that is weak in air power courts disaster."

Col. "Billy" Mitchell

Eighteen years ago AERO DIGEST was the only

aeronautical magazine that supported "Billy"

Mitchell. AERO DIGEST took up his fight then and

has kept it up. Time has proven that General

Mitchell was right. Today the world

honors him and justifies our faith in his foresight.

It is our whole-hearted support — our complete

independence — in backing the ideas we believe in

that has established the leadership of AERO DIGEST and made it preferred by those

who read and buy and sell in the aeronautical field.

24 Issues a Year
America's Premier Aeronautical Magazine

PRODUCTS OF AN ORGANIZATION
SPECIALIZING IN AERONAUTICAL PUBLICATIONS

515 MADISON AVE., NEW YORK 22, N. Y.





IT'S NOT MAGIC

The fellow who pulls rabbits out of a hat is not a magician in the true sense of the word. He does not take something real and solid out of thin air. The rabbit, you may be sure, is somewhere about him to begin with.

So it is with a market which can consistently produce good results and a newspaper which can draw test campaigns month after month. They may be scarce, but in this case at least, they're not any more ephemeral than the magician's rabbit.

SIoux CITY

is proving to be one of the best test cities in the country. But there is certainly no magic in that because the market it represents is diversified, representative and well balanced. The newspapers which serve it are respected and well read. As a community it is stable, rich and self-contained. Its foundations are solid, its prosperity is assured and its spending-power is growing.

Believe us, if you can survive the luxury of hokum in a business way—don't concern yourself about Sioux City. But if you need a good solid spot—the Greater Sioux City Market is pretty hard to beat.

Contact our national representatives for the specific information you require. They will be glad to furnish it—and you will be glad to act on it.



The Sioux City Journal JOURNAL-TRIBUNE

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
NEW YORK — CHICAGO — DETROIT
ATLANTA — SAN FRANCISCO

In the first of several executive moves designed to strengthen the management and operation of the Blue Network's Western Division, announcement is made of the appointment of Don Searle as general manager of the Division. . . . Ed Yocum, general manager of KGH, Billings, Mont., joins the Columbia Broadcasting System November 1, as director of the network's Station Relations Department in the Washington, D. C., office.

Business Papers

The Petroleum Engineer, Dallas, inaugurates a new typography which saves, it says, an estimated 20 to 25% of space, which is to be used for additional editorial content. . . . Haire Publishing Co., New York City, announces the appointment of Dorothy Linder as sales promotion manager of *Fashion Accessories*. A. C. McPhail is named promotion manager of *Airports* by Haire. . . . Lewis Stone is named managing editor of *Radio Service Dealer*.

Newspapers

The Texas Quality Newspaper Network is offering a "package buy" to advertisers effective September 1. Abilene *Reporter-News*, The Big Spring *Herald*, Marshall *News-Messenger*, Corpus Christi *Caller-Times*, Denison *Herald*, The Paris *News*, and San Angelo *Standard-Times* will be available to advertisers who wish to purchase the entire group with discounts ranging from 8 to 15%. Such a plan is virtually untried by newspapers and offers a working plan for newspaper advertising competition against network advertising over a chain of stations.

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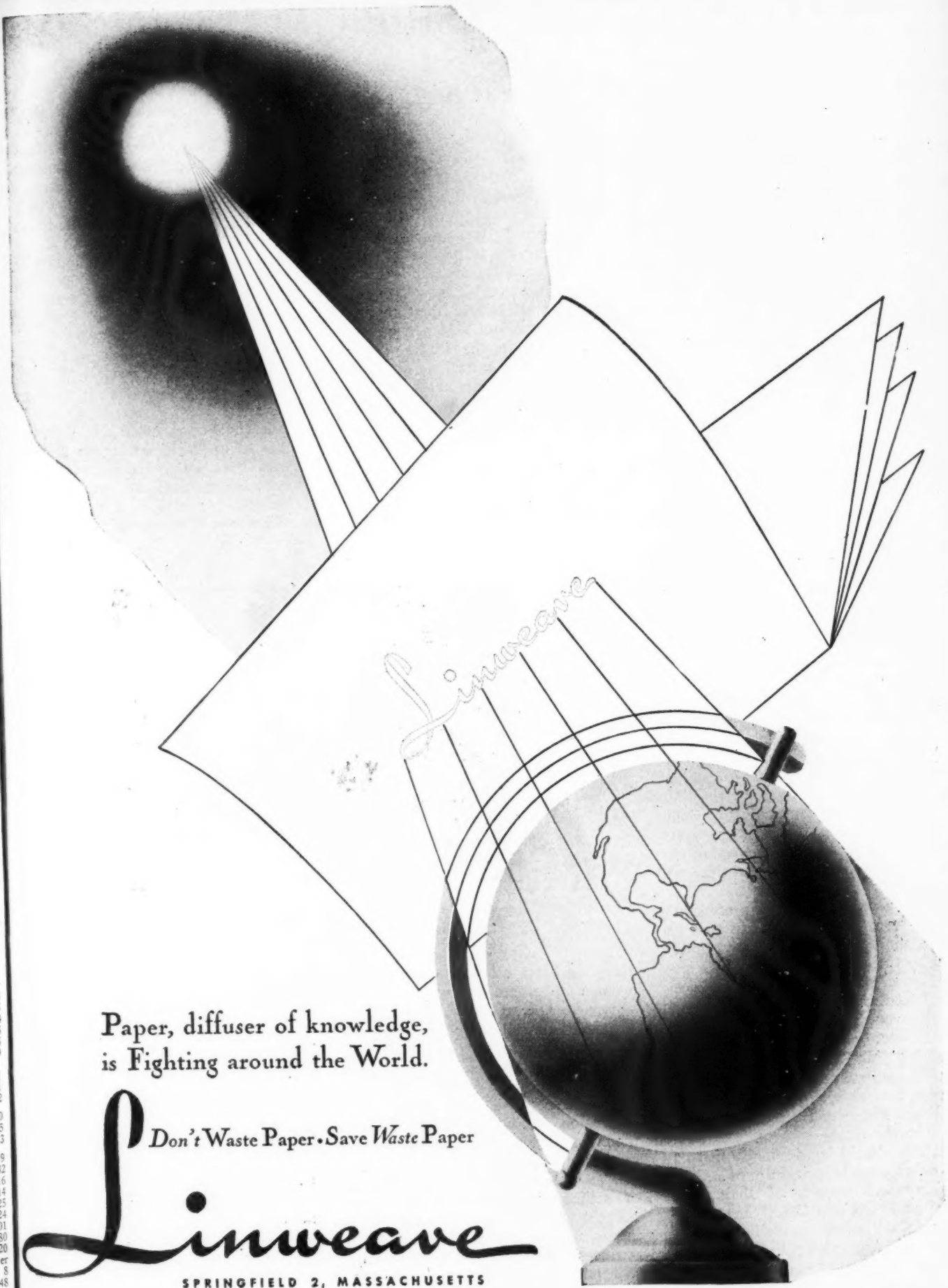
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FINE PRINTING AND ENGRAVING PAPERS • ENVELOPES TO MATCH

SEPTEMBER 15, 1944

SELLING SALESMANSHIP

To Young America

By **WILLIAM E. HOLLER**

**General Sales Manager,
Chevrolet Motor Division
General Motors Corp.**

IF there ever was a time when industry needed to do more planning for the recruiting, training and development of tomorrow's salesmen that time is *now*.

American industry will need *more* salesmen; American industry will need *better* salesmen in the post-war period.

... More and better salesmen to produce the orders which will keep the wheels of industry turning when we are back in civilian production again.

... More and better salesmen to sell the goods which will provide the jobs our returning soldiers will demand.

... More and better salesmen who can "beat their best" and increase their production of orders to meet the 150% of 1941 production of goods, which most economists agree must be reached if our country's prosperity is to be maintained.

We hear much about plans for conversion of our plants to civilian production, but we are hearing far too little about plans for conversion of our salesmen. We sales managers of America have a big conversion job to do too—perhaps bigger than we think!

The profession—yes, "profession" is the word—of salesmanship must be made more appealing and more inviting to them—as appealing as "scientist," "engineer," "attorney," "doctor," seem to be to them now.

Our young men should be given a clear picture of what a career in salesmanship can mean to them. They should understand that American industry has always paid its salesmen well and is preparing to pay them well in the future.

They should understand that a knowledge of the principles of selling makes them masters of their own lives and destiny. Once they know how to sell, they can sell anything. They can live where and how they choose in complete confidence and security—all they need is people to buy and goods to be sold to them.

They should understand that a

salesman renders a most valuable service to his country. His assistance in the movement of goods from those who make them to those who want them is a most vital ingredient in the progress of the Nation.

They should understand that selling as a career is worthy of their finest talents and of their most diligent and constant study; that the time they spend in the study of selling will amply repay them in their future contacts with their fellow man, and they should realize they will get these benefits regardless of the kind of work they may eventually follow in life.

Finally, they should understand that all of us; doctors, merchants, lawyers, politicians, engineers, scien-

managers to draw a new picture of America's salesmen for our young men.

Perhaps the day will come when our high schools and colleges will offer courses in the Art of Selling—perhaps they may even offer a "Doctor of Selling" degree. But in the meantime, America's sales managers must shoulder the job of recruiting, training, and developing salesmen.

Tomorrow's salesman must be a man trained for his field with a highly developed efficiency in finding his prospect, extracting the order and leaving him with a fine feeling of good-will and satisfactory benefit on both sides of the transaction.

Tomorrow's salesman will not be a man who simply fell into selling because the selling door happened to be open. He will rise to the importance of salesmanship. He will be a man who chose selling as a career with open eyes. He will become a salesman because he wanted *above everything else* to be a salesman. He will not only choose salesmanship for



W. E. "BILL" HOLLER

tists, teachers; all of us, men and women alike, are salesmen. We all must use a great many of the basic principles of selling in our everyday lives. So long as man must converse and exchange goods or ideas with man in the ordinary course of his daily life he must use conversation and persuasion to gain his ends—and there, in its basic and simplest form, you have "selling."

The doctor who has a knowledge of selling is a better doctor. The scientist who has a knowledge of selling is a more efficient scientist. The engineer with a knowledge of selling will more quickly bring the benefit of his engineering to the welfare of a waiting world.

Yes, it's up to America's sales

his career, he will like it, he will train for it, and he will be proud of it.

Tomorrow's salesman must, by the very nature of the problem, be more productive. He must be able to find at least one and one-half orders where none grew before. He must, as a part of our national selling machine, be geared to the national quota of 150% of 1941. His job will require a higher level of efficiency than he has ever reached before.

In the post-war period American industry will reach new highs of sales and production and it's up to us, America's sales managers, to point the way, show the possibilities and sell the opportunity to Young America now!

One of a Series of Guest Editorials

SALES MANAGEMENT